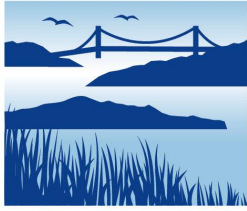




SAN FRANCISCO



ESTUARY
PARTNERSHIP

Implementation Committee

May 23, 2018
9:30 am - 12:30 pm
1515 Clay Street
Room 11, Floor 2
Oakland, CA

MEETING AGENDA

- 9:30 **1. Welcome, Introductions**
Carol Mahoney, Chair
- 9:35 **2. Public Comment**
- 9:40 **3. Approve 03/07/18 Meeting Summary (ACTION)**
(Attachment 1)
- 9:45 **4. Director's Report**
(Attachment 2)
- 9:55 **5. Final Work Plan and Budget (ACTION)**
(Attachment 3)
- 10:10 **6. Estuary Blueprint Progress Report**
(Attachment 4)
- 10:20 **7. Estuary Blueprint Strategic Planning Session (ACTION)**
(Attachment 5)
- 10:30 **8. SFEP Communications Plan Update**
(Attachment 6)
Darcie Luce, SFEP
- 10:50 **Break**
- 11:00 **9. Blueprint Updates**
- Operational Landscape Units (Task 14-2)
Julie Beagle and Jeremy Lowe, SFEI
 - Watershed-Based Approach (Action 1)
Josh Bradt, SFEP
Josh Collins, SFEI
 - Estuary News Magazine (Task 32-2)
Ariel Okamoto, Editor
- 12:15 **10. IC Member Announcements**
- 12:25 **11. Concluding Business/Meeting Road Map**
(Attachment 7)
- 12:30 **12. Adjourn**
- 1:00 **OPTIONAL VIDEO INTERVIEWS FOR ESTUARY NEWS**

San Francisco Estuary Partnership
Implementation Committee Meeting
Wednesday, March 7, 2018
Oakland MetroCenter Auditorium
101 8th Street, Oakland

MEETING SUMMARY

1. Welcome and Introductions: *Tom Mumley, Vice Chair*

Tom called the meeting to order and everyone introduced themselves.

2. Public Comment

There were no public comments

3. Approve 11/15/17 Meeting Summary (ACTION)

The November 15, 2017 meeting summary was approved.

4. Director's Report: *Caitlin Sweeney, Director*

Caitlin Sweeney highlighted several items from the Director's Report

SFEP Move

SFEP offices have moved from the Regional Water Quality Control Board to the MTC/ABAG offices at the Bay Area Metro Center.

San Francisco Bay Restoration Authority

Applications are now open for the Citizens Oversight Committee. Elected officials and government employees may not serve, nor may anyone who has had or could have a financial interest in a decision of the Authority, or is affiliated with an organization associated with a member of the Governing Board. A question on this point arose in terms of whether serving on the IC would make a person ineligible to apply; Karen McDowell will consult with the Authority's legal team on this question.

Wetlands Regional Monitoring Program (WRMP)

The WRMP is moving forward; the Steering Committee held its first meeting last week.

SFEP Director traveling to DC 3/10-3/16

Caitlin will be traveling to DC next week for the annual spring NEP meeting.

5. Select Chair and Vice Chair (ACTION)

At November's meeting, Carol Mahoney (BAFPAA) was nominated for Chair, and Tom Mumley (RWQCB) was nominated for Vice Chair. The nominations were approved. Carol Mahoney will take over as Chair as of the May 23, 2018 meeting.

6. Estuary Blueprint Progress Report: *Caitlin Sweeney, Director*

The CCMP Newsletter will come out next week, and provides more narrative on progress and successes.

Discussion ensued about advancing Task 8.3, regarding best practices for grazing. Several IC members offered resources from their respective agencies to help advance this task.

Vice Chair Tom Mumley mentioned the idea, proposed at November's meeting, of holding a special IC meeting to take a structured, deep dive into selected Blueprint actions or tasks. Discussion ensued about possible ways to structure and prepare for this meeting. Some different perspectives were offered about the level of specificity: whether to focus at the action level or task level. An informal show of hands indicated a preference for extending one existing IC meeting, versus scheduling an additional meeting. Other suggestions included conducting a survey ahead of time to see which actions/tasks to prioritize, dedicating an IC meeting to preparing for this special meeting, and breaking into workgroups by task or action during the meeting. Carol, Tom, and Pat Eklund volunteered to assist Caitlin with preparing for this special meeting. The goal is to bring back some recommendations for meeting structure at the next IC meeting in May.

7. Draft Work Plan and Budget: *Caitlin Sweeney, Director*

Director Caitlin Sweeney walked attendees through the draft work plan for federal fiscal year 2018-2019 (October 1-September 30), including the breakdown of funds between state sources, federal sources, etc. She explained that for the purposes of the draft work plan, SFEP has projected level NEP funding of \$600,000; although the NEP is always a year behind Congressional allocations, the House and Senate budgets currently include level funding or even a little more for the NEP. The program is operating on a continuing resolution through March; the remaining \$300,000 for the remainder of the year is up in the air right now.

Director Sweeney then reviewed Projected Expenditures, the Funded Projects Table, and the Unfunded Blueprint Tasks Table. Suggestions were made to help advance Item 16 (Bay Area Regional Collaborative – Cross Agency Working Group) in the Funded Projects Table, and to Item 8 in the Unfunded Blueprint Tasks Table. A suggestion was made to revisit and refine the original funding estimates for the unfunded Blueprint tasks.

Director Sweeney will refine the draft work plan based on the input received at the meeting and any additional suggestions made to her by March 28, and will bring the final work plan for a vote at the next IC meeting on May 23.

8. Partnership Updates

Transition Zone Mapping Methodology and North Richmond Community Vision (Estuary Blueprint Action 4): Josh Bradt (SFEP), Juliana Gonzalez (The Watershed Project), and April Robinson (SFEI)

Josh, Juliana, and April provided an overview of this recently completed project funded by the EPA's Climate Ready Estuaries Program. The project took place in two phases: Phase 1 brought together BEHGU experts and others to develop two mapping methodologies, one looking upland from the shoreline and one looking down from upland. Phase 2 conducted community outreach

through stakeholder meetings, tours, informational interviews, and a resident survey. The resulting Vision has been approved by the North Richmond Municipal Advisory Council and is informing the Resilient by Design project for the area.

Resilient SR37: Ashley Nguyen (MTC) and Jessica Davenport (Coastal Conservancy)

Ashley and Jessica reported out on current planning efforts to relieve traffic congestion and create greater resilience to sea level rise along the Hwy. 37 corridor. MTC is engaging scientists, landowners, resource managers, and others early and often to break with traditional modes of transportation planning and take a One Design approach that integrates ecological, transportation, public access, and other goals.

9. Announcements

San Mateo County is hosting a water summit on March 30 on flooding, sea level rise, stormwater, etc.

GAO is doing an audit of the EPA's Bay-Delta Program and they're ready to present their findings. The report is expected to come out in May.

10. Next Meeting Date May 23

Confirmed agenda items:

- Final Work Plan and Budget

- Recommendations for Blueprint review



Director's Report

May 23, 2018

PROGRAM HIGHLIGHTS

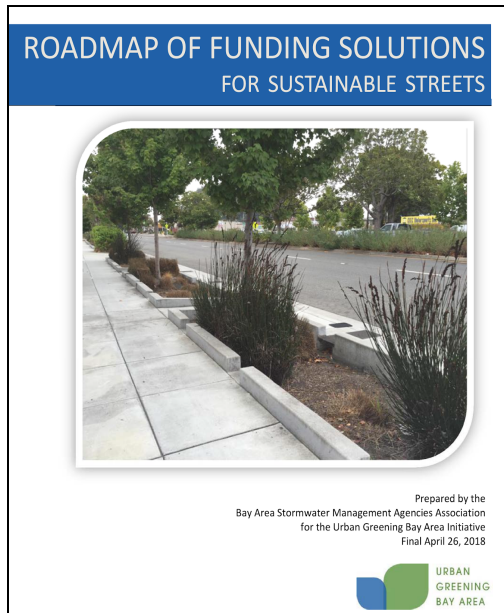
SF Bay Restoration Authority

On April 11 the Governing Board of the Restoration Authority approved nearly \$18 million in the first round of grants for wetland restoration in the Bay. The eight grants approved provide multiple benefits around the Bay region, and include both planning and implementation projects. Details on the funded projects can be found on the [Restoration Authority's website](#). SFEP staff will manage three of the funded projects, as well as continue our work convening and managing the Independent Citizen's Oversight Committee and working with Coastal Conservancy staff to support the the Advisory Committee and the Governing Board.

Of additional interest is the [Water Supply and Water Quality Act of 2018](#), a citizen's initiative water bond that will appear on the November 2018 statewide California ballot. The proposed bond includes an additional \$200 million for the Restoration Authority.

Sustainable Streets - Roadmap

The *Roadmap of Funding Solutions for Sustainable Streets* document is complete and posted on SFEP's Urban Greening Bay Area project and Green Streets Resources webpages. The goal of the *Roadmap* is to identify specific actions that can be undertaken by funding agencies, implementing agencies, and champions from various sectors and levels of government to broaden financial resources for Sustainable Streets: *Complete Streets + Green Stormwater Infrastructure*. The Roadmap recommends immediate (2018-19), short-term (2019-20), and long-term actions broken into three pathways:



- Prioritize Sustainable Streets in Funding Sources
- Improve Conditions for Projects Funded by Multiple Grants
- Additional Funding Options

SFEP intends to convene a standing Roadmap Committee of Participating Agencies to monitor and track progress of the *Roadmap* recommended actions. The roundtable process and document development were funded by the EPA San Francisco Bay Water Quality Improvement Fund. The completion of the Roadmap satisfies *Estuary Blueprint* Action 24-4.

Wetland Regional Monitoring Program

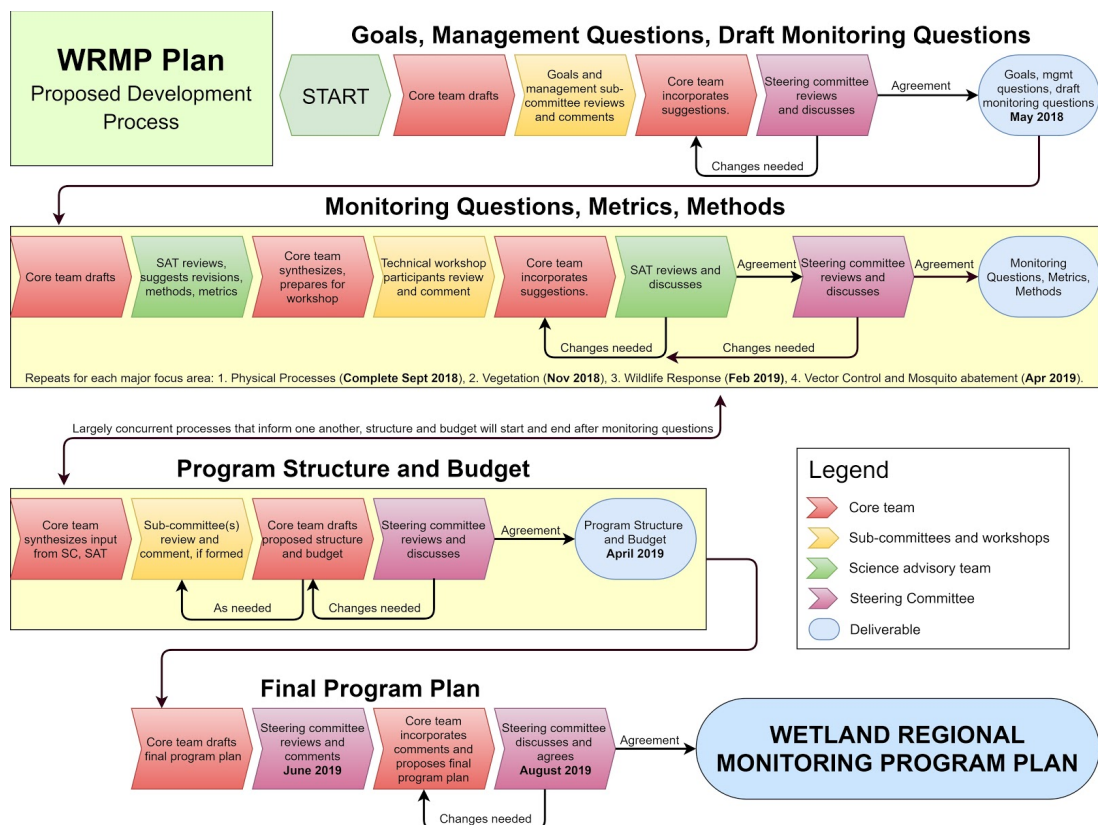
The [Wetlands Regional Monitoring Program \(WRMP\)](#), as recently funded by an EPA R9 Wetland Program Development Grant, is engaging the regional community of tidal marsh scientists and managers to help plan a basic, foundational, tidal marsh monitoring program for the San Francisco Bay Area. This program plan will initiate implementation of Action 2 in the [Estuary Blueprint](#), to help local, regional, state, and federal agencies evaluate the effectiveness of their efforts to sustain healthy tidal marsh ecosystems. The WRMP project will run through the end of 2019.

The project will include three primary development teams working to advance toward a Program Plan. The WRMP Steering Committee (SC) is made up of partners that represent land management, regulatory, science and community outreach institutions working on restoration and enhancement of tidal wetlands in the San Francisco Bay. The primary goal of the Steering Committee is to develop a program plan for the San Francisco Bay Area Wetlands Regional Monitoring Program (WRMP). The Steering Committee will ensure that the WRMP Plan identifies the science and technology, institutional relations and governance structure, and budget necessary to address key questions shared by the environmental regulatory and management community about tidal marsh protection and

restoration. The SC will work in close coordination with a Core Project team to provide facilitation and staffing, and a Science Advisory Team to provide technical guidance. The Core Project Team includes representatives from EPA R9, SFEP, the SF Bay National Estuarine Research Reserve, the State Coastal Conservancy, SF Bay Regional Water Quality Control Board, and SFEI.

In addition to these forums, the WRMP Core Team will host a series of workshops to develop the suggested metrics, indicators, tools and methods for science content areas. The primary technical focus of the grant will be on physical processes (sediment and tidal regimes), tidal wetland vegetation, wildlife response and vector control. Workshops will be attended by experts in these fields. Please contact the project manager if you are interested in attending.

To find out more about the project, check out the newly updated [website and sign up for the newsletter](#). You can also contact Heidi Nutters or Ian Kelmartin with questions.



COMPLETED PROJECTS

Integrated Regional Water Management (IRWM) Grants

Since the March 2018 meeting, four additional projects have completed construction. This means that 17 out of the total 36 Projects under Grant Rounds 2 , 3, and 4 are now fully built.

Round 2

Project 5. Napa Milliken Creek Flood Damage Reduction and Fish Passage Barrier Removal

Project Sponsor: County of Napa, Division of Watershed and Flood Control

This Project removes an earthen dam, restores a half acre of stream, and through construction of a weir bypass and regrading will reduce flooding for adjacent neighborhoods. The Project opens upstream access to an additional 2.5 miles of habitat suitable for existent anadromous fish.



Live Willow Staking for Bank Stabilization and Restoration



Slope Stabilization and Stream Regrading to Provide Easy Passage for Anadromous Fish

Project 6. Sonoma Valley County Sanitation District 5th Street East/McGill Road Recycled Water

Project Sponsor: Sonoma Valley County Sanitation District and Sonoma Water Agency

This Project constructs roughly 9,400 linear feet of new pipeline for distribution of recycled water throughout the City of Sonoma to replace the use of potable water for residential, athletic and agricultural field irrigation. The additional distribution system will supply about 200 acre feet per year of recycled water. Significant economic benefits will be accrued through the replacement of potable water with recycled water. The Sonoma High School alone is expected to save approximately \$80,000 annually by using recycled water in lieu of potable water to irrigate its athletic field.



Recycled Water Redistribution System for Agricultural Irrigation Standing Proudly Purple in the Landscape

Project 16. San Jose Green Street Demonstration Project

Project Sponsor: City of San Jose, Departments of Environmental Services and Public Works

This Project will use low impact development techniques to reduce stormwater runoff volumes and sediment loads into the Guadalupe River, along with natural filtering of pollutants and heavy metals. Additionally the filtration systems installed in the streets will provide traffic calming measures for increased pedestrian and vehicular safety.



Chenoweth Avenue Green Street Traffic Calming System



Low Impact Development for Stormwater Runoff, Sediment and Pollutant Reduction to the Guadalupe River

Round 4

Project 4. City of East Palo Alto

Project Sponsor: City of East Palo Alto, Public Works Department

This Project upgrades a treatment system for and increases production capacity of the Gloria Way Well as a local groundwater source that will provide 300 gallons per minute of potable water, or roughly 600 acre feet per year of additional water supply for the adjacent disadvantaged communities.



The Many Wonders of Modern Water Treatment



***The Wonderful People Who Help to Make it All Happen!
From L to R: N. Dunn, SFEP, J. Arm, DWR, T. Deng, East Palo Alto,
and J. Tarantino, Construction Manager, Freyer Laureta, Inc.***

NEW FUNDING

CVA Grant

The Clean Vessel Act Program at the Partnership was just awarded an additional \$250,000 to continue its work with boaters, marinas, and industry stakeholders meant to reduce sewage discharge from recreational vessels in the San Francisco Bay and Sacramento Delta. In the past year, SFEP has released **Pumpout Nav**, an app to help boaters find pumpouts, report broken units and for staff to survey pumpouts quarterly; convened a stakeholder group in the Delta to begin the work on addressing the unique challenges there; and assessed the opportunities for installing pumpouts in Tomales Bay. This program will build off of these successes in the past year to increase the usefulness of Pumpout Nav for boaters and surveyors, continue to develop capacity in the delta, and to conduct outreach throughout the San Francisco Bay Estuary.

In addition to these new grant funds, SFEP has also been asked to work with Southern California partners (The Bay Foundation) to update the state's Vessel Waste Management Plan. This document was last updated in 2004 and does not reflect the current status, trends, or needs of California boaters in terms of sewage management resources. SFEP will work over the next year to collect and analyze data for this report.

IRWM DACI Funding Round

SFEP is partnering with The Watershed Project, an environmental education non-profit, to reach out to Disadvantaged Communities (DACs) – including Under Represented Communities (URCs), Tribal Communities, and Economically Distressed Areas (EDAs) – in the Richmond area for inclusion into the Bay Area IRWM governance structure and plan updates. This work will consist of conducting needs assessments, capacity building, and technical assistance to identify and develop potential implementation projects and encourage long term engagement with the IRWM process. In addition to gathering new information, this project will build on the North Richmond Shoreline Vision completed in 2017 and may advance elements of the recently completed site proposal developed through the Resilient By Design process.

Similar outreach and capacity building efforts are planned throughout the Bay Area DACs, under the State's Proposition 1 Disadvantaged Community Involvement Program (DACIP), administered by the Environmental Justice Coalition for Water (EJCW) through 2019. These outreach projects and the needs assessment will help inform IRWM funding granted in subsequent awards for implementation projects.

EPA Supplemental Funding for Organizational Study

EPA is providing SFEP with \$25,000 in supplemental funding to our 2018-19 NEP award. The supplemental funding is to be used to retain a consultant to undertake a review and analysis of the organizational, financial, and governance structure of SFEP. The consultant will deliver a final report summarizing the analysis and providing recommendations for improving the efficiency, success, and long term sustainability of SFEP as a National Estuary Program. The additional funding is captured in the final 2018-19 Budget and Workplan included in the meeting materials.

OUTREACH

Estuary News



The March issue of ESTUARY News explores Bay cycles, from the rivers of rain falling on California and the pollutants washing out of watersheds into Bay margins to the yearly visit of Pacific herring. Stories also cover the value of art in communicating science, local sailing schools for young people, and restoration along Napa riverbanks, Alviso levees, and North Richmond shores. This quarter's photo essay looks at how sailing in the bay can teach far more than how to tack and jib while Bay Area youth navigate waterways. [Explore the March issue online.](#)

New ABAG/MTC Blog: The Bay Link

MTC and ABAG have rolled out a new blog to provide information to the public on the work of both agencies, including SFEP. Topics include housing, land use, transportation,

economic development, social equity, the environment, sustainability, climate change and resilience. SFEP is working with the blog manager to include our success stories and highlights from our Estuary Blueprint newsletter as well as other newsworthy items. A blog post in March highlighted SFEP's role in staffing the San Francisco Bay Restoration Authority. Find The Bay Link at <https://blog.bayareametro.gov/>.

PROGRAM MANAGEMENT

IC Changes



Carol Mahoney has been selected as the new Chair of the Implementation Committee. Carol joined the IC in 2014 and is the primary representative for the Bay Area Flood Protection Agencies Association. As the Manager of Integrated Water Resources at Zone 7 Water Agency, she focuses on the integration of water supply, groundwater management, flood protection, and environmental planning. Carol has been working on local watershed protection and Integrated Regional Water Management since 2006. She acted as the chair of the Bay Area Flood Protection Agencies Association from 2012 to 2014. At Zone 7, Carol continues to be an advocate for watershed-wide planning and initiated the agency's "Start Green, Stay Green" motto for flood protection projects and

maintenance. We thank Carol for stepping in to the Chair position!

Tom Mumley will serve another term as Vice Chair. Thank you, Tom!

Staff Changes

Rebecca Darr has resigned from her position at the Partnership, effective July 1. Rebecca joined SFEP almost two years ago to manage the Integrated Regional Water Management (IRWM) Program and has done an excellent job working with the Department of Water Resources, consultants, and dozens of local project sponsors, successfully facilitating the completion of 17 projects! We wish Rebecca well on her next adventure.

SFEP to Host 2018 National Estuary Program Fall Meeting

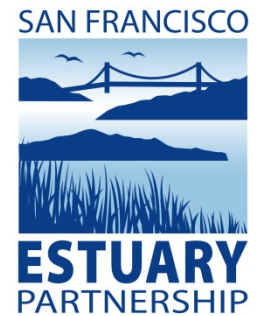
This Fall, directors and staff from National Estuary Programs around the country as well as EPA staff from Washington DC and Region 9 will be coming to San Francisco for the annual NEP Meeting. The meeting will be held October 4-6 and will include presentations, panels, field trips and social events. We invite Implementation Members to consider attending all or some of what will surely be an interesting and fun-filled 3-days! More information will be as planning for the meeting progresses.

Anniversaries: CCMP 25th anniversary / SFEP 30th anniversary

This year marks the 25th anniversary of the CCMP, and the 30th anniversary of SFEP. We will be looking for opportunities to celebrate these milestones with our partners throughout the year and welcome your ideas. If you have a particularly fond memory of your work with us or accomplishments in implementing the Estuary Blueprint, please let us know.

**SAN FRANCISCO ESTUARY PARTNERSHIP
FY 19 WORK PLAN AND BUDGET
OCTOBER 1, 2018 - SEPTEMBER 30, 2019**





FY 19 Work Plan and Budget

October 1, 2018 – September 30, 2019

Introduction	1
Previous Year's Program Accomplishments	2
What's New in 2018-19	3
2016 Estuary Blueprint (CCMP)	4
Estuary Blueprint Goals and Objectives.....	5
FY 19 Budget	6
Project Information.....	10
I. Funded Projects and Program Management	
II. New Initiatives	
Attachment 1: Budget Detail	28
Attachment 2: SFEP Staff.....	29
Attachment 3: NEP Travel Costs.....	33
Attachment 4: Completed Major Projects.....	34

INTRODUCTION

The San Francisco Estuary Partnership (“Partnership” or “SFEP”) collaborates with federal, state, and local agencies and stakeholder partners whose mission is to restore and improve the health of the San Francisco Estuary. The Partnership developed and tracks implementation of the Estuary’s environmental master planning document, the Estuary Blueprint; manages environmental projects throughout the greater San Francisco Bay Area; and educates the public about Bay-Delta ecological issues. The Partnership also sponsors scientific conferences and colloquia including the biannual State of the Estuary Conference and publishes reports such as *The State of the Estuary* (2015).

This work plan addresses the requirements of receiving annual US EPA implementation funds. Our 2018/19 \$625,000 appropriation of Section 320 EPA funding is a small, but critical part of the budget as it allows staff to work on efforts not directly funded by the other specific grant/contract funds.

This work plan summarizes our budget and lists the projects, programs, and partners that SFEP will be working on from October 2018 to September 2019. Some of these projects were designed by and are directly managed by SFEP staff, while many of the work plan’s projects are being implemented by our partners, with SFEP providing financial and administrative oversight.

It is important to stress that the Partnership’s budget and work plan are continuously in flux. With only the EPA annual allocation as a constant income source, the Partnership must constantly work to develop new projects and find new funds, and Partnership staff are continuously working with possible new funding partners and applying for new awards. New projects are always in the pipeline, and staffing allocations of time and budget shift frequently to meet new obligations as additional funds are secured. This means that the work plan that will be approved by the Implementation Committee in May 2018 may be adjusted when full funding is known to reflect the Partnership’s actual work during October 2018 to September 2019. Any such adjustments to EPA NEP funding will be documented in an amendment to the budget and work plan, approved by EPA.

PREVIOUS YEAR'S PROGRAM ACCOMPLISHMENTS

Notable Partnership accomplishments in FY 2017-18 included:

- Tracked progress of Estuary Blueprint Actions and developed communication tools to keep public and partners informed.
- Held the 2017 State of the Estuary Conference on October 10-11 at the Oakland Scottish Rite Center. Over 800 people attended, with over 90 speakers and 190 poster presenters.
- Staffed the San Francisco Bay Restoration Authority which approved nearly \$18 million in the first round of grants for wetland restoration in the Bay with funding from Measure AA, a nine-county parcel tax that was approved in 2017.
- Awarded a Wetlands Program Development Grant by EPA to develop a Wetland Regional Monitoring Program Plan for the San Francisco Bay
- Awarded an additional \$250,000 for the Clean Vessel Act Program to continue its work with boaters, marinas, and industry stakeholders to reduce sewage discharge from recreational vessels
- Awarded funds to partnered with The Watershed Project, an environmental education non-profit, to reach out to disadvantaged communities for inclusion into the Bay Area Integrated Regional Water Management governance structure and plan updates
- Awarded \$25,000 in supplemental funds from EPA to conduct an analysis of the organizational, financial, and governance structure of the Partnership
- Released a report on mapping the transition zone of the San Francisco Bay
- Completed eight Integrated Regional Water Management Program projects from Rounds 2 and 3
- Released the North Richmond Shoreline Vision proposing a number of long-term and near-term actions to advance shoreline resilience, recreation access, and environmental justice within the shoreline transition zone.
- Released the *Roadmap of Funding Solutions for Sustainable Streets* to identify specific actions that can be undertaken by partners to broaden financial resources for Sustainable Streets
- Moved SFEP from the offices of the San Francisco Regional Water Quality Control Board to the Bay Area MetroCenter in San Francisco, to join our ABAG and MTC colleagues.

WHAT'S NEW IN 2018/19

During the 2017/18 fiscal year, the staff of the Association of Bay Area Governments (ABAG), including the staff of the Estuary Partnership, consolidated with the staff of the Metropolitan Transportation Commission (MTC). The consolidation of staff under the Executive Director of MTC is the first phase of longer term complete merge of the two agencies. Partnership staff became MTC staff in July of 2017 and in January, 2018, the Partnership moved its offices from the offices of the SF Bay Regional Water Quality Control Board in Oakland to the Regional MetroCenter building in San Francisco which currently houses MTC and ABAG (as well as other regional agencies). The two SFEP staff that are contracted by local governments and districts to provide permit assistance to the Regional Water Quality Control Board remain working in the Regional Board's offices in Oakland.

The consolidation of staff under the Executive Director of MTC is the first phase of a longer term complete merge of the two agencies. The consolidation was covered by a Contract for Services signed by both agencies. The Contract for Services covers the preservation of responsibilities and missions of ABAG and the "Local Collaboration Programs" (which includes SFEP) and describes the services MTC will provide. Of particular relevance to the Partnership is a section of the Contract for Services which states that the overhead and administrative rate applied to work performed by MTC staff will not be applied to Partnership staff. This provision is important to the continued future success of the Partnership as it allows for staff billing rates to continue to exclude indirect overhead costs, thus allowing the Partnership to compete for competitive grant sources as a cost efficient entity and to continue to advance partnerships. However, the overhead costs now covered by MTC are significant and MTC has asked the Partnership to look for opportunities to capture overhead costs into the future. The Partnership will be reviewing all future funding sources for the opportunity to capture overhead/indirect costs.

Since the transition in mid-2017, the Partnership has had to focus a significant amount of staff time and resources to learn the policies and procedures of MTC in an effort to keep our programs and projects running effectively. The process has been quite challenging as we must navigate all new procedures for contracting, invoicing, etc., with an entirely new support staff. Despite the current challenges of the consolidation, MTC is a stable agency that is able to provide the Partnership with significant operational and programmatic support. In addition, the merge of ABAG and MTC provides an opportunity for the region to integrate planning for the critical regional issues of our time. A fully merged regional planning agency that includes transportation and land use that is coordinated with water and habitat management provided by SFEP could facilitate the more holistic, systematic approach that is needed to address our current and future challenges and sustain and enhance the economic and environmental health of the region.

Finally, with an active and current CCMP in place, SFEP will continue to track and report out on progress, and work with partners to advance actions. SFEP will continue to engage the Implementation Committee to evaluate actions for relevance, priority, and feasibility, to lay the foundation for the next version of the Estuary Blueprint.

2016 ESTUARY BLUEPRINT

The work plan is structured to reflect the *2016 Comprehensive Conservation and Management Plan (Estuary Blueprint)*. The 2016 Estuary Blueprint is the result of almost three years of work and includes the input of over 100 partners. A unifying collaborative vision, the Estuary Blueprint includes four goals that represent the 35-year vision for the future of the San Francisco Bay-Delta Estuary, 12 objectives that detail desired outcomes that make progress towards achieving goals, and 40 actions that lay out a set of priority tasks to be accomplished over the next five years to reach one or more objectives. The Estuary Blueprint builds upon the *2015 State of the Estuary Report* by linking management responses to the findings of the *State of the Estuary Report* and using the health indicators contained *State of the Estuary Report* to track long term outcomes of the actions where possible, thus better integrating SFEP's science and planning documents and facilitating an adaptive management approach for SFEP and the region. The next State of the Estuary Report is planned for 2019 and will be an interim report. The 2019 interim report will provide the foundation for a full scale report in 2021 which will better inform the next update of the CCMP, scheduled for 2022. The 2019 interim report will focus on new and emerging indicators, as well as some Estuary-wide indicators where change can be detected within four years.

The projects in the work plan all include identification of what Estuary Blueprint goals and objectives are advanced through the project. The second category of projects, Section II – Pursue Unfunded Estuary Blueprint Tasks, include unfunded tasks with milestones that fall within the timeframe of this work plan which SFEP has a lead role in advancing.

ESTUARY BLUEPRINT GOALS AND OBJECTIVES

*Where do we want to be in 2050,
and what can we do in the next five years to get started?*

GOAL 1: Sustain and improve the Estuary's habitats and living resources

Objectives:

- a. Protect, restore, and enhance ecological conditions and processes that support self-sustaining natural communities
- b. Eliminate or reduce threats to natural communities
- c. Conduct scientific research and monitoring to measure the status of natural communities, develop and refine management actions, and track progress towards management targets

GOAL 2: Bolster the resilience of the Estuary ecosystems, shorelines and communities to climate change

Objectives:

- d. Increase resilience of tidal habitats and tributaries to climate change
- e. Increase resilience of communities at risk from climate change impacts while promoting and protecting natural resources
- f. Promote integrated, coordinated, multi-benefit approaches to increasing resiliency

GOAL 3: Improve water quality and increase the quantity of fresh water available to the Estuary

Objectives:

- g. Increase drought resistance and water efficiency and reduce demand on imported water
- h. Improve freshwater flow patterns, quantity, and timing to better support natural resources
- i. Reduce contaminants entering the system and improve water quality

GOAL 4: Champion the Estuary

Objectives:

- j. Build public support for the protection and restoration of the Estuary
- k. Strengthen regional leadership in support of Estuary health
- l. Promote efficient and coordinated regional governance

BUDGET

FY 19 Budget Estimate

All SFEP's current grants, contracts, and sponsorships total approximately **\$69.7 million** for **77 projects**. That figure represents total multi-year funding for all current projects, generally expended across multiple fiscal years.

This fiscal year budget estimate represents the income and expenditure slice expected during the October 1 to September 30th federal fiscal year. Our estimated **FY 2018-9 budget is \$17.6 million**. This budget is always an estimate, as expenditures for any given project typically do not come in at an even rate over the project term.

Income

The current year's budget represents a return to more typical levels after successfully closing (fully expending) 12 IRWM projects. The figure and table below show the growth in both our current-year and total funding over the last several fiscal years. (Total multi-year budget was not calculated in 2012-3 or 2013-4.)

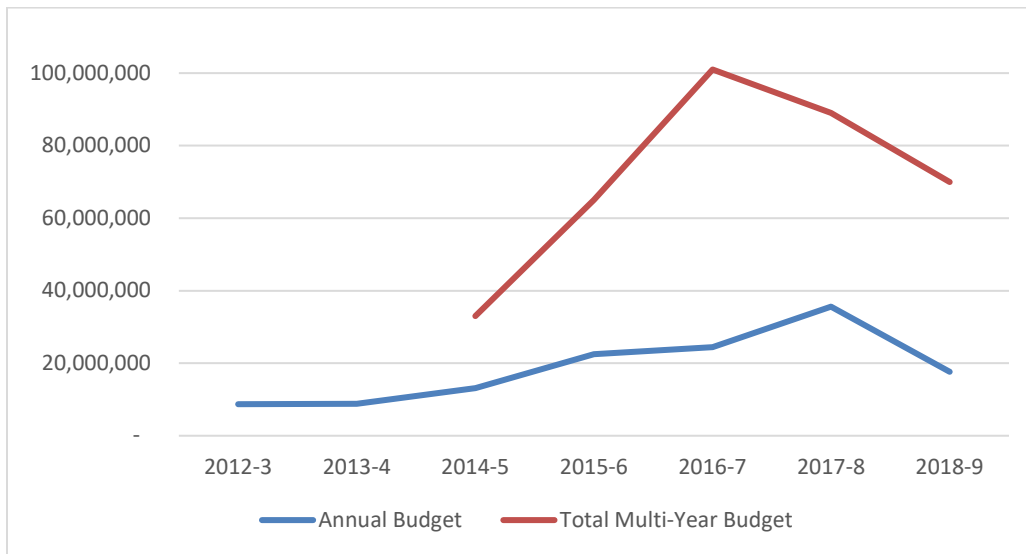


Figure 1: Annual and Total Budgets Over Time

	2012-3	2013-4	2014-5	2015-6	2016-7	2017-8	2018-9
Current Year	\$ 8.7M	\$ 8.8M	\$ 13.1M	\$ 22.5M	\$ 24.4M	\$35.6M	\$17.6M
Total Funds	n/a	n/a	\$33M	\$ 65M	\$ 101M	\$89M	\$70M

Table 2: Annual and Total Budgets Over Time

Our multi-year total funding for currently active grants is lower than the 2016-17 high-water mark, due to the completion of most IRWM Round 1 and Estuary 2100 Phase 1 and 2 projects as well as the spend-down of some IRWM projects.

Our income each year comes from federal, state, and local grants, contracts, sponsorships, and conference registration fees. This year's mix is shown in the figure below. Individual awards and funding sources are listed in table form in Attachment 1. State funds make up \$14.1 million or about 80%, Federal funds are at \$2.5 million or about 15%, and local funds are at \$0.9 million, about 5%.

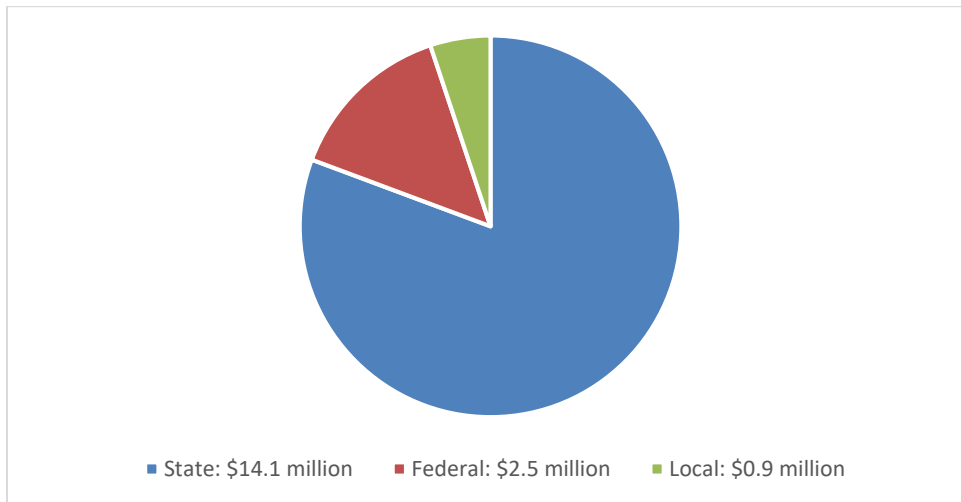


Figure 2: SFEP's Current-Year Funding Sources, by Federal, Local, and State funds

State funding outpaces other sources this year. State funds include grants from several agencies, but the bulk are from Integrated Regional Water Management (IRWM) projects funded by the Department of Water Resources.

IRWM funds make up 74% or \$13.1 million of our total funding, down from last year's 85%. For our projects under Round 1, we serve as a Local Project Sponsor and assist grantee BACWA with grant administration; for projects in Rounds 2, 3, and 4, we serve as grantee for all projects in the region.

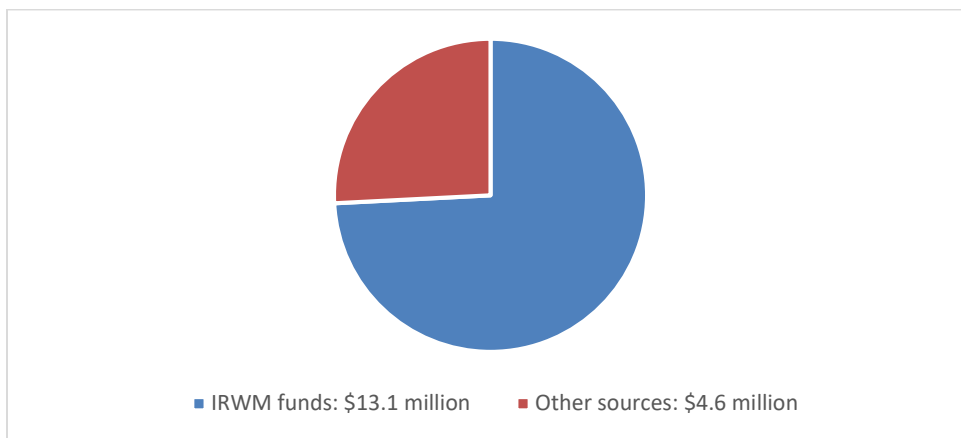


Figure 3: IRWM Portion of SFEP's Current Year Income

IRWM projects from all rounds are active this year. Most IRWM project rounds will require an extension of at least one year, though details are not yet available for later rounds. The award totals will remain the same.

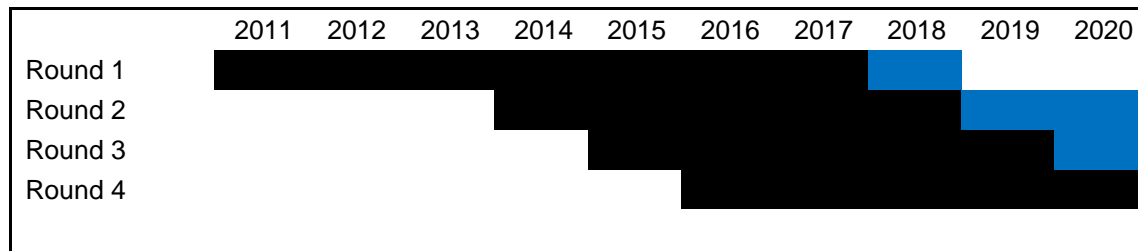


Table 2: IRWM Funding By Round, Across Years. Extensions shown in blue.

NEP funding continues to make up a small portion of our overall incoming funding mix, about 4% of this year's total funding.

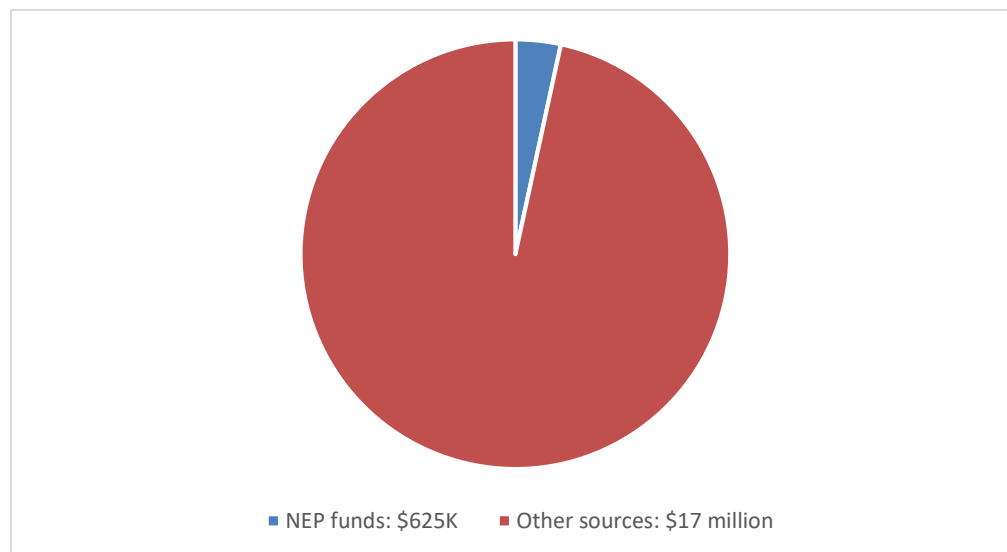


Figure 4: NEP Portion of SFEP's Current Year Income

These important base funds allow us the flexibility to support staff, provide for basic organizational needs such as training and equipment, and to fund CCMP implementation projects that do not otherwise fit current funding opportunities.

This year's expected award of \$625,000 is solidly in the range of previous years' awards, which have varied from \$512,000 to \$800,000.

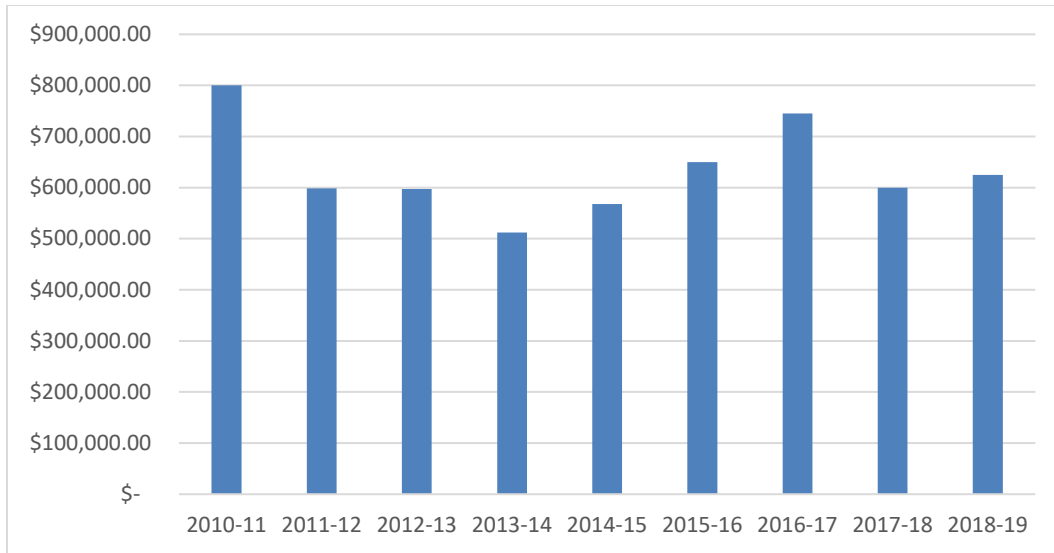


Figure 5: Annual Variability in Past NEP Awards

Expenditures

Our total expenditures are shown here grouped into program management costs (including staff costs and expenses for personnel, travel, equipment, supplies, and contractual obligations needed to run the organization) versus funds passed through to partners and consultants for projects. Program management costs come out to approximately \$2.1 million of the total \$17.6 million, or 12%. Passthrough to partners comes to about \$15.5 million, or 88%.

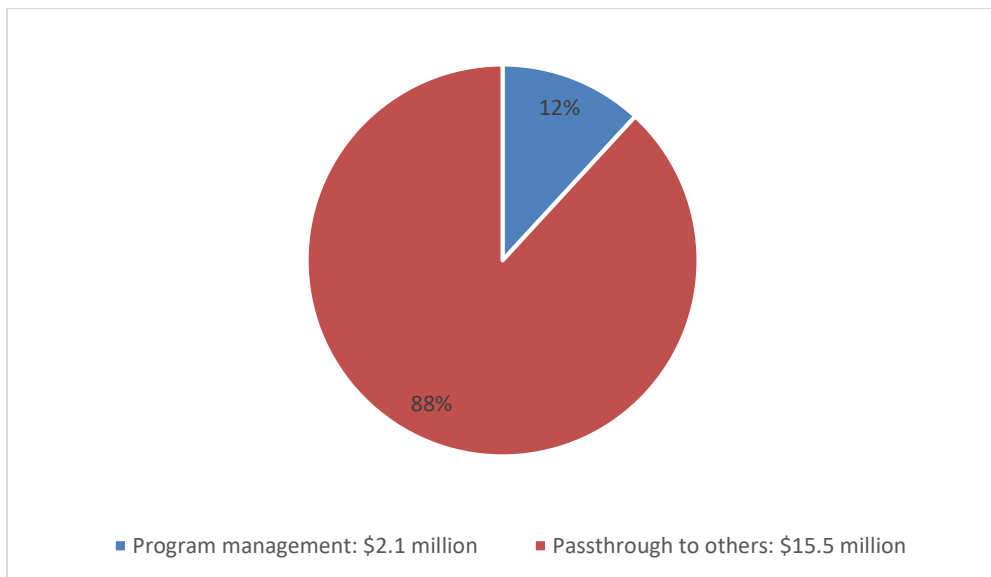


Figure 6: Program management costs versus funds passed through to partners

Budget details can be found in Attachment 1.

Funded Projects and Program Management

ONGOING AND NEW PROJECT INFORMATION

I. Funded Projects and Program Management

The following projects and program management activities are funded for fiscal year 2018-19. Projects where SFEP plays a key lead role in are listed first.

#	Project Name	Description	SFEP Role	Partners	FY18-19 Project Cost/ Funding Source	CCMP Goals/ Objectives Met
1	Clean Vessel Act Program	Implement boater pollution prevention education program under the Clean Vessel Act: Increase recreational vessel pump-out usage and awareness among boating community with a goal of reducing sewage discharge into the San Francisco Bay and Sacramento Delta. 2018-19 activities will include updating the California Vessel Waste Disposal Plan.	Lead	CA Dept of Parks and Recreation, Division of Boating and Waterways, Marinas, Coast Guard, Coastal Commission, SF Water Board	\$299,993 California Department of Parks and Recreation, Division of Boating and Waterways CVA grant	Goals: 1, 3, 4 Objectives: b, i, j
2	Aquatic Invasive Species	Provide continued staff support to work with national and regional coordinating bodies and the key agencies implementing programs to reduce the impact of invasive species through prevention, early detection, rapid response, eradication, and control. These groups are working on developing new policies and programs to reduce the spread of aquatic invasive species, developing and reviewing regional and species management plans, prioritizing key activities for implementation and funding, and coordinating activities at the federal, state, and local levels.	Lead	USFWS, NOAA, CSLC, CDFW	\$22,400 EPA §320	Goal: 1 Objective: b

Funded Projects and Program Management

#	Project Name	Description	SFEP Role	Partners	FY18-19 Project Cost/ Funding Source	CCMP Goals/ Objectives Met
3	2016 CCMP	Track and report out on progress of CCMP actions, through the Estuary Blueprint website, the Estuary Blueprint newsletter, and through other venues such as Estuary News Magazine.	Lead	IC and various other entities	\$30,000 EPA §320	All
4	State of the Estuary Conference	Plan for an October 2019 State of the Estuary Conference	Lead		\$330,000 EPA §320, Delta Stewardship Council, donations, registration fees	Goal: 4 Objective: k
5	Communications	Implement Communications Strategy developed in FY 17-18.	Lead		\$18,000 EPA §320	Goal: 4 Objective: j
6	Report to EPA on habitat restoration and fund leveraging	Prepare annual NEPORT reports to EPA.	Lead		\$5,000 EPA §320	Goals: 1, 4 Objectives: c, j
7	State of the Estuary Report	Prepare an Interim State of the Estuary Report in 2019.	Lead	Delta Stewardship Council, SFEI, others	\$150,000 Delta Stewardship Council, SOE registration fees, EPA §320	Goals: 1, 4 Objectives: c, j
8	Implementation Committee meetings	Plan and hold four meetings per year of the Implementation Committee. Costs include staff time and light refreshments. Each meeting is approximately 3 hours long and attended by approximately 40 people. Cost of light refreshments per meeting is approximately \$150.	Lead		\$10,000 EPA §320	Goal: 4 Objectives: j, k, l

Funded Projects and Program Management

#	Project Name	Description	SFEP Role	Partners	FY18-19 Project Cost/ Funding Source	CCMP Goals/ Objectives Met
9	Water Board Permit Assistance	Assist the San Francisco Bay Regional Water Quality Control Board in reviewing and commenting on environmental documents, reviewing applications, writing permits, and reviewing monitoring reports for counties and local districts.	Lead	SF Bay Regional Water Quality Control Board, Alameda County Flood Control, Santa Clara Valley Water District	\$313,844 Contracts with partner agencies, as listed at left	
10	Staff Training and Support	Staff training and equipment/supplies needed to successfully advance the work of SFEP.	Lead		\$6,500 EPA §320	All
11	Restoring Adequate Freshwater Flows	Work with relevant partners and agencies to more broadly incorporate integrated freshwater flow and habitat messages in public outreach materials of relevant programs.	Lead	Friends of the Estuary, Bay Institute, RWQCB	\$15,000 EPA §320	Goals: 1,3, 4 Objectives: a, h, j, k
12	Water Use Efficiency Report	Assess approaches to evaluating current ag practices against the range of applicable water use efficiency methods in the Bay and Delta, including an outline of mechanisms by which conserved water could produce greater instream flow.	Lead	CDFW, NRCS, RCDs, NOAA Fisheries, Water Boards, USFWS	\$12,000-\$15,000 EPA §320	Goals: 1, 3, 4 Objectives: a, g, j
13	Restoration Authority	Provide staff support to the Board of the Restoration Authority as it carries out its mission to allocate Measure AA parcel tax funds for regional wetland restoration. Includes preparing staff recommendations, managing funded projects, and managing the Citizen's Oversight Committee.	Staff to RA Board	Coastal Conservancy	\$215,989 Measure AA Funds	Goals: 1, 2, 4 Objectives: a, d, e, f, j, k

Funded Projects and Program Management

#	Project Name	Description	SFEP Role	Partners	FY18-19 Project Cost/ Funding Source	CCMP Goals/ Objectives Met
14	Supplemental Environmental Projects	Manage water quality improvement implementation projects funded through the SF Bay Regional Water Quality Control Board fines.	Program Coordination, Projects Oversight	RWCQB	\$30,000 SF Bay Regional Water Quality Control Board ACL actions	Goals: 1, 2, 3 Objectives: a, d, g, h, i
15	Estuary News	Increase public outreach through Estuary News publication.	Funder, Staff Support		\$100,000 EPA §320, partner donations	Goal: 4 Objective: j
16	Bay Area Regional Collaborative – Cross Agency Working Group	Coordinate with other agency staff to advance climate resiliency through regional agency coordination.	Project Support, Participant	Coastal Conservancy, BCDC, MTC, ABAG	\$5,000 EPA §320	Goals: 2, 4 Objectives: e, j, l
17	Water Management	Support and advance efforts to address water supply resiliency and its relationship to Estuary health. Includes working with ABAG's Resiliency staff to include water issues in Futures Planning Project and Plan Bay Area 2040.	Participant, project support	ABAG, water suppliers, water districts, others	\$28,000 EPA §320	Goals: 3, 4 Objectives: g, l, j, k
18	Urban Greening Bay Area	Develop and further enhance watershed-based green infrastructure planning (GreenPlan-IT) and tracking tools to assist public agencies in meeting water quality and quantity targets. Partner agencies will integrate GreenPlan-IT outputs into appropriate planning documents and construct up to three projects.	Project Manager, Project Coordination	SFEI, BASMAA, San Jose, San Mateo, ABAG, Sunnyvale, Oakland, Contra Costa County, Richmond, EPA	\$684,805 EPA – SF Bay Water Quality Improvement Fund	Goals: 2, 3 Objectives: b, e, f, i

Funded Projects and Program Management

#	Project Name	Description	SFEP Role	Partners	FY18-19 Project Cost/ Funding Source	CCMP Goals/ Objectives Met
19	Healthy Watersheds, Resilient Baylands	Manage the design and implementation of a multi-benefit urban greening strategy with the input of a team of experts; strategy will then be applies to a suite of coordinated multi-benefit projects that will provide urban greening, wetland restoration, and water quality improvement benefits.	Project Manager, Project Coordination	SFEI, City of Sunnyvale, Grassroots Ecology, Canopy, SF Bay Joint Venture	\$515,778 EPA-SF Bay Water Quality Improvement Fund	Goals: 1,2 Objectives: c, d, e, f
20	Wetlands Regional Monitoring Program Plan	To implement the California Wetlands Program Plan within the Bay Area by planning the Bay Area Regional Wetland Monitoring Program.	Project Manager, Project Coordination	SFEI, SF NERR	\$100,060 EPA-Regional Wetlands Program Development Grants, EPA 320	Goals 1,4 Objectives a, c, l
21	San Francisco Bay-Delta Science Conference	Support Planning and Execution of Bay-Delta Science Conference in 2018.	Staff Support	Delta Science Program and USGS	\$131,000 Delta Science Program, USGS	Goal: 4 Objective: k

Funded Projects and Program Management

#	Project Name	Description	SFEP Role	Partners	FY18-19 Project Cost/ Funding Source	CCMP Goals/ Objectives Met
22	North Richmond Outreach & Technical Assistance	Participate as an outreach partner with the leadership of the Environmental Justice Coalition for Water in the IRWM Disadvantaged Communities grant round, including developing community needs assessment for North Richmond and implement technical assistance workshops to develop community-informed climate adaptation strategies. Work expected to last approximately one year.	Funded Partner	Watershed Project	\$15,000 Prop 1 IRWM DAC grant	Goals 1, 2, 4 Objectives a, d, e, f, j
23	Regional Green Infrastructure Capacity Building Program/San Pablo Avenue Green Stormwater Spine Project	Integrated Regional Water Management Round 1 Project Creation of innovative stormwater treatment projects along 12.5 miles of San Pablo Avenue in the cities of Berkeley, El Cerrito, Emeryville, Oakland, and Richmond. Cumulatively, the sites will treat over 7 acres of impervious surface runoff. The San Francisco Estuary Institute will conduct water quality monitoring to quantify associated pollutant load reductions.	Local Project Sponsor, project manager	Cities of San Pablo, Richmond, Albany, Berkeley, Emeryville, Oakland, and El Cerrito; Caltrans	\$2,416,182 State Department of Water Resources; Natural Resources Agency, Urban Greening; Department of Transportation	Goals: 2, 3 Objectives: f, i
24	SFEP Organizational Study	Retain a consultant to undertake a review and analysis of the organizational, financial, and governance structure of SFEP. Final report will summarize analysis and provide recommendations for improving the efficiency, success, and long term sustainability of SFEP as a National Estuary Program with its current host.	Project Manager	EPA, MTC	\$25,000 EPA §320 (supplemental funds)	Goal:4 Objectives: k, l

Funded Projects and Program Management

#	Project Name	Description	SFEP Role	Partners	FY18-19 Project Cost/ Funding Source	CCMP Goals/ Objectives Met
25	IRWMP Round 1 Administration	Integrated Regional Water Management Round 1 Administration Oversee invoicing, reporting, and compilation of deliverables to close out IRWMP Round 1.	Project manager	EBMUD, BACWA	\$45,000 BACWA	Goal: 2 Objective: d, e
26	IRWMP Round 2	Integrated Regional Water Management Project Round 2 Administration Oversee invoicing and reporting for all remaining projects in the grant. 1. <i>San Francisco Bay Climate Change Pilot Projects Combining Ecosystem Adaptation, Flood Risk Management and Wastewater Effluent Polishing</i> – Construction of a demonstration ecotone slope on an existing parcel owned by the Oro Loma Sanitary District. The pilot project will be studied to determine its efficacy and optimal design. The elements of the optimal design will then be built into a second phase of pilot projects at other sites in the Bay Area.	Grantee and overall coordinator	SFEP (Lead Partner), Oro Loma Sanitary District	\$97,032 State Funds – DWR \$20,000 State Funds – DWR	Goal: 2 Objective: d, e

Funded Projects and Program Management

#	Project Name	Description	SFEP Role	Partners	FY18-19 Project Cost/ Funding Source	CCMP Goals/ Objectives Met
		<p>2. <i>Bay Area Regional Conservation and Education Program</i> – Expand the implementation of existing water conservation practices in the Bay Area, resulting in reduced potable water use and improve the existing Bay Area regional water conservation initiative. A suite of program elements will promote high-efficiency technologies and best water conservation practices that improve indoor and outdoor water use efficiency.</p> <p>3. <i>Marin/Sonoma Conserving Our Watersheds: Agricultural BMP Projects</i> –Implement critical environmental Best Management Practices (BMPs) on agricultural lands in Marin and Sonoma counties. The BMP projects will focus on improving water quality, conserving water, and enhancing wildlife ecosystems on agricultural lands.</p>		<p>Solano County Water Agency (Lead Partner) and Water Agencies</p> <p>Marin Resource Conservation District</p>	<p>\$236,233 State Funds – DWR</p> <p>\$84,520 State Funds – DWR, additional partner match</p>	<p>Goal: 3 Objective: g</p> <p>Goals: 1, 3 Objectives: a, g, i</p>

Funded Projects and Program Management

#	Project Name	Description	SFEP Role	Partners	FY18-19 Project Cost/ Funding Source	CCMP Goals/ Objectives Met
		<p>4. <i>Pescadero Water Supply and Sustainability Project</i> – Construct a new municipal groundwater well and 140,000 gallon storage tank for the County Service Area 11 (CSA 11) Water System, which serves approximately 100 households within the Town of Pescadero.</p> <p>5. <i>Petaluma Flood Reduction, Water & Habitat Quality, and Recreation Project for Capri Creek</i> – Improvements to an existing engineering drainage swale to restore a natural riparian corridor aesthetic. The goals of the project are to achieve flood reduction, habitat enhancement, groundwater recharge opportunities, expand recreational and educational amenities, and water quality improvements.</p>		<p>San Mateo County</p> <p>City of Petaluma</p>	<p>\$188,940 State Funds – DWR</p> <p>\$236,247 State Funds – DWR</p>	<p>Goal: 3 Objective: g</p> <p>Goals: 1, 2, 3 Objectives: a, d, g</p>

Funded Projects and Program Management

#	Project Name	Description	SFEP Role	Partners	FY18-19 Project Cost/ Funding Source	CCMP Goals/ Objectives Met
		6. Redwood City Bayfront Canal and Atherton Channel Flood Improvement and Habitat Restoration Project – Route flood flows from the Bayfront Canal and Atherton Channel into managed ponds that are part of the South Bay Salt Pond Restoration Project. This will provide detention for these drainage areas, and redirected runoff will be used to enhance wetland habitat. This project will alleviate flooding concerns, improve runoff water quality, and support additional recreational trails.		Redwood City	\$325,018 State Funds – DWR	Goals: 2, 3 Objectives: d, e, i
		7. San Francisco International Airport Industrial Waste Treatment Plant and Reclaimed Water Facility – Provide the necessary infrastructure needed to reuse 100% of treated effluent at the airport terminals for non-potable reuse, thus reducing imported water demand on the Hetch Hetchy water system. An existing recycled water facility will be upgraded to treat 1.0 MGD of high quality industrial, sanitary, and stormwater effluent.		City and County of San Francisco Airport Commission	\$214,770 State Funds – DWR	Goal: 3 Objective: g

Funded Projects and Program Management

#	Project Name	Description	SFEP Role	Partners	FY18-19 Project Cost/ Funding Source	CCMP Goals/ Objectives Met
		8. <i>St. Helena Upper York Creek Dam Removal and Ecosystem Restoration Project</i> – Remove the Upper York Creek Dam. The dam removal will provide access to an additional 1.7 miles of spawning and rearing habitat. The project will also restore approximately 2 acres of riparian corridor along York Creek.		City of St. Helena	\$229,087 State Funds – DWR	Goal: 1 Objective: a
27	IRWMP Round 3 Projects	<p>Integrated Regional Water Management Project Round 3 Administration Oversee invoicing and reporting for all remaining projects in the grant.</p> <p>1. <i>Lower Cherry Aqueduct Emergency Rehabilitation Project</i> – Install pipes and repair sections of a dam and tunnel in the Upper Tuolumne River watershed. These improvements will allow the San Francisco Public Utilities Commission (SFPUC) to access up to 150,000 AF of potable supply from Cherry Reservoir and Lake Eleanor in the Upper Tuolumne River watershed.</p>	Grantee and overall coordination	San Francisco Public Utilities Commission	<p>\$88,653 State Funds – DWR</p> <p>\$713,910 State Funds – DWR</p>	Goal: 3 Objective: g

Funded Projects and Program Management

#	Project Name	Description	SFEP Role	Partners	FY18-19 Project Cost/ Funding Source	CCMP Goals/ Objectives Met
		<p>2. <i>Drought Relief for South Coast San Mateo County</i> – Improve water supply and drought resiliency for domestic and agricultural water users in the two largest coastal watersheds in the county (Pescadero-Butano and San Gregorio watersheds). A suite of site-specific water use, infrastructure, and water management improvements will result in 20.1 AFY (6.55 MGY) of additional water storage capacity and 157 AFY (51 MGY) of reduced water demand.</p> <p>3. <i>Bay Area Regional Drought Relief and Water Conservation Project</i> –A suite of Project elements implemented by 12 agencies will promote high-efficiency technologies and water conservation practices that improve indoor and outdoor water use efficiency. The Project will save approximately 1,200 AFY (or 24,000 AF over 20 years).</p>		<p>San Mateo Resources Conservation District</p> <p>Stopwaste.org and Water Agencies</p>	<p>\$889,501 State Funds – DWR</p> <p>\$1,342,000 State Funds – DWR</p>	<p>Goal: 3 Objective: g</p> <p>Goal: 3 Objective: g</p>

Funded Projects and Program Management

#	Project Name	Description	SFEP Role	Partners	FY18-19 Project Cost/ Funding Source	CCMP Goals/ Objectives Met
		<p>4. <i>WaterSMART Irrigation with AMI/AMR</i> – Permanently reducing commercial landscape sector potable water demand. The Project goal is to achieve a 25% reduction in average landscaping water use through the installation of SMART irrigation equipment and AMI/AMR technology. The Project will install advanced irrigation equipment at 800 sites throughout MMWD's service area in Marin County.</p>		Marin Municipal Water District	\$219,881 State Funds – DWR	Goal: 3 Objective: g
28	IRWMP Round 4 Projects	<p>Integrated Regional Water Management Project Round 4 Administration Oversee invoicing and reporting for all remaining projects in the grant.</p> <p>1. <i>Marin 2020 Turf Replacement Project</i> – Remove up to 443,000 square feet of non-functional turfgrass from commercial, institutional, and industrial properties and replace it with environmentally beneficial landscapes.</p> <p>2. <i>Coastal San Mateo County Drought Relief Phase II</i> – Continues ongoing efforts with local communities and agricultural stakeholders to balance beneficial uses of water resources in San Mateo County.</p>	Grantee and overall coordination	<p>Marin Municipal Water District</p> <p>San Mateo County Resource Conservation District</p>	<p>\$80,790 State Funds – DWR</p> <p>\$326,267 State Funds – DWR</p> <p>\$584,436 State Funds – DWR</p>	<p>Goal: 3 Objectives: g, i</p> <p>Goal: 3 Objective: g</p>

Funded Projects and Program Management

#	Project Name	Description	SFEP Role	Partners	FY18-19 Project Cost/ Funding Source	CCMP Goals/ Objectives Met
		<p>3. <i>San Francisquito Creek Flood Protection and Ecosystem Restoration Project</i> – Protect against concurrent 100-year riverine floods, 100-year high-tides, and sea-level rise while restoring 18 acres of tidal marsh.</p> <p>4. <i>Mountain View Shoreline Portion of SBSPR Project</i> – Includes 710 acres of tidal marsh and upland habitat restoration and critical flood risk management infrastructure for residences and businesses.</p> <p>5. <i>Eden Landing Portion of SBSPR Project</i> – Restoration of over 1,300 acres of tidal marsh, levee improvements to decrease flood risk, and new public access trails.</p> <p>6. <i>Novato Creek Flood Protection and Habitat Enhancement Project</i> – Provide flood protection for 870 acres of land and restore 30 acres of wetland habitat.</p>		<p>San Francisquito JPA</p> <p>State Coastal Conservancy</p> <p>State Coastal Conservancy</p> <p>State Coastal Conservancy</p>	<p>\$435,969 State Funds – DWR</p> <p>\$2,007,119 State Funds – DWR</p> <p>\$1,363,038 State Funds – DWR</p> <p>\$1,482,633 State Funds – DWR</p>	<p>Goals: 1,2 Objectives: a, d, e</p> <p>Goals: 1,2 Objectives: a, d, e</p> <p>Goals: 1,2 Objectives: a, d, e</p> <p>Goals: 1,2 Objectives: a, d, e</p>

II. Pursue Unfunded Estuary Blueprint Tasks

The following are new, as yet unfunded, initiatives identified within the 2016 Estuary Blueprint that SFEP and our partners are committed to pursuing within FY 2019, where SFEP will play a lead role in advancing the project or program. SFEP will seek partnerships and funding to advance these specific tasks under Estuary Blueprint actions.

#	2016 CCMP Action	Task	Task Owner(s)/SFEP Role	CCMP Goals/Objectives Met
New-1.	Action 1 – Develop and implement a comprehensive, watershed-based approach to aquatic resource protection	Task 1-1: Develop a written framework that explains the need and approach for watershed-based aquatic resource protection; identifies and incorporates supporting technical tools and policies; and addresses relevant regulatory and governance issues. Task 1-2. Develop criteria to evaluate watersheds that could be used to pilot the Task 1-1 framework. Select a pilot watershed.	Owner – SFEI/SFEP is partner in pursuing funding and partnerships to advance action	Goals: 1, 2, 3, 4 Objective: a, d, f, h, j, k, l
New-2.	Action 8 – Protect, restore, and enhance seasonal wetlands	Task 8-1: Re-establish the Interagency Vernal Pool Stewardship Initiative among state and federal agencies. Build on relationships through the Initiative with land trusts and conservancies, landowners, RCDs, and municipalities to coordinate planning efforts.	Owner - SFEP	Goal: 1 Objectives: a, b
New-3.	Action 13 – Manage sediment on a regional scale and advance beneficial reuse	Task 13-4: Advance understanding of how the creation of sandy beaches and their replenishment provides multiple benefits in terms of ecosystem health, shoreline erosion control, and sea level rise adaptation. Create (or enhance an existing) monitoring tool to identify potential sites for sandy beach creation or replenishment projects, choose pilot project sites, and track progress.	Owner – SF Bay Joint Venture (as tracker)/SFEP is partner in pursuing funding and partnerships to advance action	Goals: 1, 2, 4 Objectives: a, c, d, e, f

#	2016 CCMP Action	Task	Task Owner(s)/SFEP Role	CCMP Goals/ Objectives Met
New-4.	Action 14 – Demonstrate how natural habitats and nature-based shoreline infrastructure can provide increased resiliency	<p>Task 14-1. Develop a primer on how bayshore projects can be designed and optimized to achieve multiple rather than single benefits.</p> <p>Task 14-3. Develop best practices guidelines for natural and nature-based shoreline features that increase the resiliency of the Estuary and provide multiple ecosystem benefits.</p> <p>Task 14-4. Construct pilot projects to test and refine natural and nature-based approaches to resiliency.</p>	Owners – SFEI and SFEP	Goals: 1, 2 Objectives: a, b, c, d, e, f
New-5.	Action 16 – Integrate natural resource protection into state and local government hazard mitigation, response and recovery planning	Task 16-2. Provide technical assistance to Bay Area cities and counties for integrating natural resource protection into hazard mitigation planning.	Owner - ABAG	Goals: 1, 2, 4 Objectives: a, b, d, e, k, l
New-6.	Action 21 – Reduce water use for landscaping around the Estuary	<p>Task 21-1. Work with water supply agencies, municipalities, DWR, SWRCB, and others to develop a standardized approach to quantifying and reporting on water use for all new and existing landscaped areas.</p> <p>Task 21-2. Working with partners, develop permanent (i.e., non-drought) performance standards against which progress in reducing landscape water use region-wide will be measured.</p> <p>Task 21-4. Collaborate with municipalities, land use agencies, and others to create pilot programs that expand the application of efficiency standards to all new and existing landscaping projects.</p>	Owner - SFEP	Goals: 1, 3 Objectives: a, g

#	2016 CCMP Action	Task	Task Owner(s)/SFEP Role	CCMP Goals/ Objectives Met
New-7.	Action 26 – Decrease raw sewage discharges into the Estuary	Task 26-5. Work with the Bay Area Pollution Prevention Group (BAPPG) to identify new audiences for outreach messages aimed at reducing the flushing of non-flushable items into the sanitary sewer system, which can cause overflows.	Owner - SFEP	Goals: 1, 3 Objectives: a, i
New-8.	Actions 23, 25, and 30 – Selected tasks that rely on engagement of elected officials and city staff	<p>Task 23-2. Consider ways to reduce per capita water use and optimize water recycling in the update, as well as issues such as landscape water use, water quality, stormwater management, and drought preparedness.</p> <p>Task 25-3. Support pharmaceuticals CECs reduction efforts, like the Alameda County Safe Drug Disposal program and similar ordinances. Expand to other counties around the Bay and Delta. Work with counties to develop unified messaging to promote ordinances.</p> <p>Task 30-1. Partner with municipalities, counties, pollution prevention organizations, and other stakeholders to research and implement effective extended producer responsibility (EPR) strategies for food and beverage packaging in the Estuary. Highlight successful strategies and develop recommendations for regional as well as local approaches.</p>	Owner – SFEP (all tasks), BAPPG and California Product Stewardship Council (Task 25-3)	Goals: 1, 3, 4 Objectives: a, c, g, h, i, j, k, l
New-9.	Action 30 – Reduce trash input into the Estuary	Task 30-2. Review trash reduction tracking metrics, currently being developed by Bay Area stormwater permittees, for use in the next <i>State of the Estuary Report</i> .	Owner – SFEP	Goals: 1, 3 Objectives: a, i
New-10.	Action 32 – Champion and Implement the CCMP	Task 32-5. Secure funds to promote community-based watershed stewardship efforts through a small grants program.	Owner - SFEP	Goal: 4 Objectives: j, k

SFEP Work Plan FY 19
Attachment #1, Estimated Funding

INCOME

Type	Funder	Project	WI/FSRC	OWP #	FFY 18-19	Program Management	Partner Funding
Conference	Fees, Sponsors, Contracts	State of the Estuary Conference	6995	102065	\$ 150,000	\$ 29,833	\$ 120,167
Conference	Registrations	Delta Science Conference	6998	102284	\$ 77,011	\$ 77,011	\$ -
Federal	EPA	Urban Greening Bay Area	1336	102263	\$ 684,805	\$ 36,081	\$ 648,724
Federal	EPA	Suisun Marsh Monitoring	1337	102264	\$ 249,297	\$ 62,110	\$ 187,187
Federal	USGS	Science Conference Support	1310	102283	\$ 90,000	\$ 54,000	\$ 36,000
Federal	EPA	Healthy Watersheds, Resil Baylands	1339	102304	\$ 515,778	\$ 39,550	\$ 476,228
Federal	DOI via CDPR	Clean Vessel Act Outreach 2017 extension	1373	102307	\$ 30,000	\$ 30,000	\$ -
Federal	DOI via CDPR	Clean Vessel Act Outreach 2018	1374	n/a	\$ 269,993	\$ 215,530	\$ 54,463
Federal	EPA	2018-9 NEP funds	TBD	102308	\$ 625,000	\$ 446,837	\$ 178,163
Federal	EPA	Wetland Regional Monitoring Program	1344	n/a	\$ 84,218	55825.9	\$ 28,392
Local	Donations	Estuary News Magazine	6996	102142	\$ 100,000	\$ -	\$ 100,000
Local	SCVWD	Permit Writing Assistance	5008	102036	\$ 156,922	\$ 156,922	\$ -
Local	Alameda County	Permit Writing Assistance	5003	102227	\$ 213,428	\$ 213,428	\$ -
Local	Dischargers	ACL-SEP Oversight	6997	102015	\$ 30,000	\$ 30,000	\$ -
Local	Regional Measure AA	Bay Restoration Authority	1706	n/a	\$ 215,989	\$ 215,989	\$ -
State	Caltrans	Stormwater Spine project	2305	102215	\$ 847,428	\$ -	\$ 847,428
State	DWR	IRWM 1 Green Infrastructure and DAC proj	2908	102204&5	\$ 883,949	\$ 57,931	\$ 826,018
State	DWR	IRWM 1 Grant Administration	2909	102305	\$ 45,000	\$ 45,000	\$ -
State	DWR	IRWM 2 Grant Admin and Projects	2905	102232-53	\$ 2,599,033	\$ 97,032	\$ 2,502,001
State	DWR	IRWM 3 Grant Admin and Projects	2906	102257	\$ 3,253,945	\$ 88,653	\$ 3,165,292
State	DWR	IRWM 4 Grant Admin and Projects	2907	102261	\$ 6,280,251	\$ 80,790	\$ 6,199,461
State	Delta Stewardship Council	Delta Science Support	2980	102281	\$ 217,922	\$ 51,697	\$ 166,225
					\$ 17,619,969	\$ 2,084,219	\$ 15,535,750
					Grand Total	12%	88%

EXPENDITURES

NEP Funds

Staff (SFEP, ABAG, Indirect)	\$446,837
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Other Direct Costs	
Travel	\$19,000
Temporary personnel services	\$0
Equipment	\$0
Printing	\$2,500
Printing - Estuary News	\$12,000
Postage	\$5,300
Conferences and seminars	\$5,000
Miscellaneous supplies	\$1,500
Catering meetings (IC)	\$800

Contractual	
Web support	\$10,000
Sea Grant Fellow (partial year)	\$15,842
CCMP Implementation	\$53,221
Organizational study	\$25,000
Estuary News support	\$28,000

Total	\$625,000
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State total	\$ 14,127,528
Federal total	\$ 2,549,091
Local total	\$ 943,350
	\$ 17,619,969
IRWM total	\$ 13,062,178
Others	\$ 4,557,791
	\$ 17,619,969
NEP funds	\$ 625,000
Others	\$ 16,994,969
	\$ 17,619,969
Total	\$ 17,619,969

SFEP STAFF



Caitlin Sweeney, Director, manages overall program direction and SFEP staff. Caitlin joined the Estuary Partnership in 2011 as a Senior Environmental Planner and was promoted to Director in 2015. She developed the Partnership's Watershed Program and has overseen various multi-partner collaborative projects on watershed management, wetland restoration, and climate adaptation and resiliency. In addition, Caitlin directed the most recent revision of the Comprehensive Conservation and

Development Plan, the collaborative blueprint for the future of the Estuary. Prior to coming to the Partnership she spent twelve years at the San Francisco Bay Conservation and Development Commission, as a planner and ultimately as Chief Deputy Director. During her tenure, she developed enforceable policies on natural resources and sustainable development, including on wetland mitigation, public access and use of salt ponds. Caitlin has a B.A. in Biological and Environmental Studies from Mills College, and a Master's in Marine Affairs from the University of Washington.

Contact Caitlin: (415) 778-6681 or caitlin.sweeney@sfestuary.org



Adrien Baudrimont, Environmental Planner, managed the San Francisco Creek Mouth Assessment Project, as well as the SFEP Small Grant Program before taking an active role in SFEP's Clean Vessel Act Program. Before joining the Partnership, Adrien worked for several cities in Europe as a consultant in urban planning and sustainable development. After his arrival in California a few years ago, he volunteered at the San Francisco Bay Conservation and Development Commission where he

learned coastal policies and regulatory process along the Bay. Adrien has a Master in Geography and a Master in Urban Planning from the University of Paris Sorbonne.

Contact Adrien: (415) 778-6682 or adrien.baudrimont@sfestuary.org



Josh Bradt, Watershed Specialist and Project Manager, manages the San Pablo Avenue Green Stormwater Spine Project and provides support to the Partnership's Watershed Program and regional green infrastructure efforts. Before joining the Partnership, Josh spearheaded the creation of a citywide Watershed Management Plan for the City of Berkeley. He has been the Executive Director and Restoration Director of the non-profit Urban Creeks Council. He has also worked as a

Watershed Specialist for the Contra Costa Countywide Clean Water Program. Josh has a B.A. in Political Science from the University of North Carolina.

Contact Josh: (415) 778-6671 or josh.bradt@sfestuary.org



Natasha Dunn, Environmental Planner, works on SFEP's Clean Vessel Act Program in the Sacramento/San Joaquin River Delta, and provides support to other programs. Previous to joining the Partnership, Natasha worked for the Association of Bay Area Governments (ABAG) researching regional water infrastructure issues. She has also worked on infrastructure resilience conferences for ABAG and the Sherwood Institute. Natasha has a B.S. in Environmental Studies from San Francisco State

University and an M.S. in Water Resource Management from Fresno State University. Contact Natasha: (415) 778-6687 or natasha.dunn@sfestuary.org



Athena Honore, Contracts Manager, started with SFEP in 2008. Before becoming contract manager in 2015, she managed projects including urban pesticides, PCBs in caulk, Supplemental Environmental Project oversight, Integrated Regional Water Management administration, and regional outreach campaigns to reduce household pesticide use. Before that, Athena managed pollution prevention campaigns at Save The Bay

covering trash, pharmaceuticals, and beach water quality. She has also run political campaigns and edited technical books. She co-holds a patent in germanosiloxane polymer synthesis and has a B.A. in English from Reed College.

Contact Athena: (415) 778-6684 or athena.honore@sfestuary.org



Darcie Luce, Environmental Planner, oversees the implementation of water-focused actions in the Comprehensive Conservation and Management Plan and manages the Healthy Watersheds, Resilient Baylands projects. In addition to her work with the Partnership, Darcie is a Water Policy Specialist for Friends of the San Francisco Estuary. Before joining the Partnership and Friends, Darcie was Assistant Director of the California Land Stewardship Institute, managing creek and

watershed restoration projects and a water quality certification program for farmers. Darcie has a master's degree in applied anthropology with an environmental focus from the University of Maryland at College Park.

Contact Darcie (415) 778-6673 or darcie.luce@sfestuary.org



Karen McDowell, Environmental Planner, leads aquatic invasive species issues, staffs the Bay Restoration Authority for SFEP, and coordinates the State of the Estuary Conference and the Bay-Delta Science Conference. She serves on regional, state, and federal invasive species task forces. She also coordinated a ballast water outreach program for California Sea Grant. Karen has a B.A. in Biology from U.C. Santa Cruz and a Ph.D. in Marine Ecology from the Florida Institute of Technology.

Contact Karen: (415) 778-6685 or karen.mcdowell@sfestuary.org



James Muller, Environmental Specialist, leads a dynamic clean boater and outreach program funded by a Clean Vessel Act grant from the California Department of Boating and Waterways. James has a Bachelor's of Science in Biology from Radford University and a Master's of Science in Environmental Management from the University of San Francisco. James also manages the Estuary 2100 and South Bay mercury suites of projects. He enjoys being a member of the Beach Watch

(FMSA/NOAA) organization during his time off.

Contact James: (415) 778-6674 or james.muller@sfestuary.org



Heidi Nutters, Environmental Planner led the Comprehensive Conservation Management Plan (CCMP) process and supports climate resiliency efforts. Prior to joining the Partnership, she managed the Coastal Training Program for the San Francisco Bay National Estuarine Research Reserve. In her role there, she supported regional collaborative science, communication, training and strategic planning efforts. Heidi was previously a NOAA Coastal Management Fellow with the San Francisco Bay Conservation and Development Commission. She received a B.A. in Cultural and Interdisciplinary Studies from Antioch College and a M.A. in Environmental Studies from Brown University.

Contact Heidi: (415) 778-6686 or Heidi.Nutters@sfestuary.org



PROJECT-SPECIFIC STAFF

Susan Glendening provides regulatory assistance to the Santa Clara Valley Water District by preparing Clean Water Act Section 401 permits, and reviewing and advising on plans and reports for the District's flood control, stream maintenance, and watershed enhancement projects. Before joining the San Francisco Estuary Partnership, Susan worked as an aquatic biologist and environmental scientist in both the private and public sector for over 15 years. She has a B.S. in Biological Sciences from U.C. Davis and an M.S. in Environmental Management from the University of San Francisco.

Contact Susan: (510) 622-2462 or susan.glendening@waterboards.ca.gov



Leslie Perry, Environmental Specialist at the S.F. Regional Water Quality Control Board, works under a contract funded by the Alameda County Flood Control & Water Conservation District. She reviews and issues permits for 401 Water Quality Certification on Alameda County projects. Leslie previously served as Data Manager for the SWAMP program at the Water Board. She has a B.S. in Environmental Studies from the University of Oregon and an M.S. in Environmental Law from Vermont Law School.

Contact Leslie: (510) 622-2312 or leslie.perry@waterboards.ca.gov

SFEP Work Plan FY 19
Attachment #3, Travel Costs

FY 17-18 Travel Costs Incurred from NEP Funds

Employee	Date Costs Incurred	Details	Amount	Trip Total Cost
Shoreside Ballast Water Treatment Workshop, 10/20/17, Sacramento, CA				
Karen McDowell	10/20/2017	Amtrak ticket (transportation)	\$ 58.00	\$ 58.00
Sea Grant Fellow meetings to select Fellow, 10/23-25/17, Sacramento CA				
Heidi Nutters	10/23-25/17	Hotel, mileage, meals	\$ 489.10	\$ 489.10
NEP Fall Tech Transfer Meeting, 11/2-5/17, Boston, MA				
Caitlin Sweeney	11/2-5/2017	Travel and Meals	\$ 230.30	
Darcie Luce	11/2-5/2017	Travel and Meals, baggage fees	\$ 346.15	
	11/2/2017	Registration fee	\$ 170.00	
	11/2-5/2017	Hotel Sweeney	\$ 703.65	
	11/2-5/2017	Hotel Luce	\$ 700.44	\$ 2,150.54
New Partners for Smart Growth Conference, 2/1-3/18, San Francisco, CA				
Heidi Nutters	1/31/2018	One-day speaker registration fee	\$ 95.00	\$ 95.00
National Living Shorelines Tech Transfer Meeting, 2/21-22/18, Oakland, CA				
Heidi Nutters	1/29/2018	Registration fee	\$ 150.00	
Adrien Baudrimont	2/22/2018	Registration fee	\$ 150.00	\$ 300.00
National Estuary Program Meeting, 3/15-18/18, Washington, D.C.				
Caitlin Sweeney	3/15-18/17	Transportation, hotel, meals	\$ 1,792.17	\$ 1,792.17
Bay Planning Coalition workshop, 4/17/18, Oakland, CA				
Heidi Nutters	5/11/2018	Registration fee	\$ 75.95	\$ 75.95
California Adaptation Forum, 8/28-29/18, Sacramento, CA				
Estimating 2 staff	8/28-29/18	Travel and registration fee	\$ 800.00	\$ 800.00
			estimated	
Bay-Delta Science Conference, 9/10-12/2018, Sacramento, CA				
Multiple staff	9/10-12/18	Travel, hotel, registration fee	\$ 5,000.00	\$ 5,000.00
			estimated	
Grand Total				\$ 10,702.76

*partial trip cost;
some early
expenses were
paid from 2016-7
NEP grant

Anticipated Travel Costs from NEP funds FY 18-19

Director and staff travel for NEP meetings	Only one meeting in spring 2018, two staff, \$2500 each	\$5,000
	One West Coast meeting	\$1,000
Staff travel for meetings/conferences	1 States Organization for Boating Access (SOBA) trip	\$2,500
	Aquatic Invasive Species meetings	\$1,500
	3 out of state conferences TBD	\$5,000
Misc Staff CCMP and local meetings		\$4,000
Total		\$ 19,000

Projects Completed In Previous Year

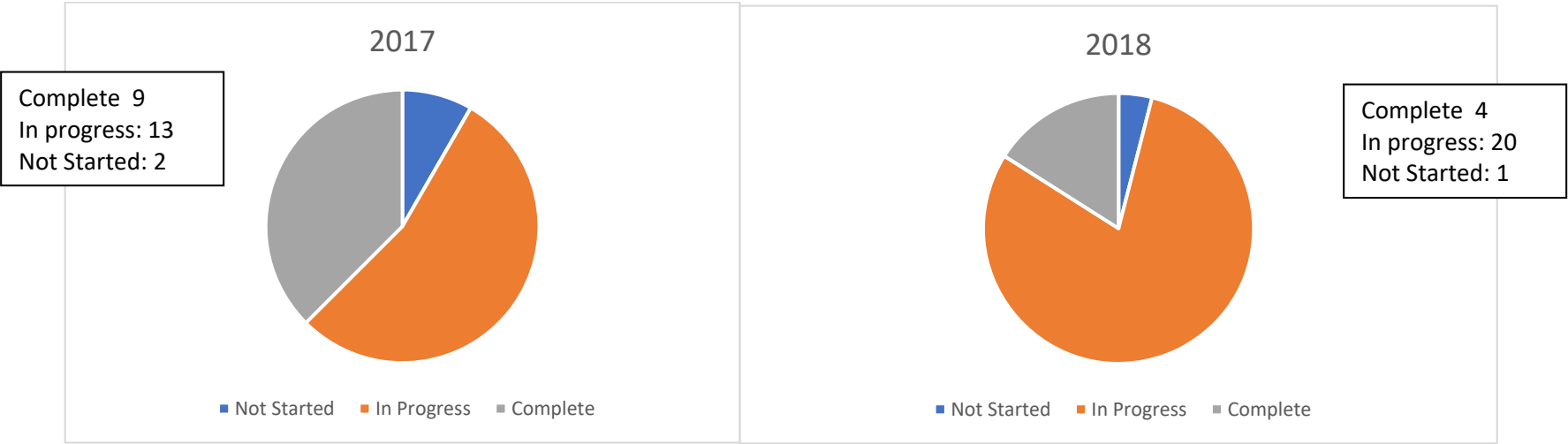
#	Project Name	Description	CCMP Goals/ Objectives Met	Status/Milestones Reached
4	State of the Estuary Conference	Plan and implement a 2017 State of the Estuary Conference	Goal: 4 Objective: k	Complete The 2017 State of the Estuary Conference was held October 10-11 at the Oakland Scottish Rite Center. Over 800 people attended the 2-day event, which had over 90 speakers and 190 poster presenters. The program, abstracts and a slide show of some of the photos from the event are available on the conference website .
11	Water Board Wetland Policies Analysis	Support the San Francisco Bay Regional Water Quality Control Board's evaluation of regulatory options associated with permitting multi-benefit projects designed to address sea level rise.	Goals: 2, 4 Objectives: d, k, l	Complete SFEP and San Francisco Regional Water Quality Control Board staff collaborated to produce the final deliverables for the project, which will include a comprehensive report on the constraints and opportunities as well as recommendations regarding future policy revisions.
25	IRWM Round 2 Projects	<p><i>5. Napa Milliken Creek Flood Damage Reduction and Fish Passage Barrier Removal</i></p> <p><i>6. North Bay Water Reuse Program's Sonoma Valley CSD 5th Street East/McGill Road</i></p>	<p>Goals: 1, 2 Objectives: a, d</p> <p>Goal: 3 Objective: g</p>	<p>Three projects completed during this reporting period.</p> <p>Completed Removed an earthen dam, restores a half acre of stream, and through construction of a weir bypass and regrading will reduce flooding for adjacent neighborhoods. The project opened upstream access to an additional 2.5 miles of habitat suitable for existent anadromous fish.</p> <p>Completed Constructed roughly 9,400 linear feet of new pipeline for distribution of recycled water throughout the City of Sonoma</p>

		<p><i>Recycled Water Project – Two recycled water sub-projects located In Sonoma Valley. The total recycled water yield from the Project is approximately 200 acre-feet per year.</i></p> <p><i>14. Students and Teachers Restoring a Watershed (STRAW) Project, North and East Bay Watersheds</i></p> <p><i>16. San Jose Green Streets & Alleys Demonstration Projects – Construct Low Impact Development (LID) improvements along a residential collector-type street and alley segments in a disadvantaged community to demonstrate a range of approaches for retrofitting existing urban streets with LID stormwater management features.</i></p>	<p>Goals: 1, 4 Objectives: a, j</p> <p>Goal: 3 Objective: i</p>	<p>to replace the use of potable water for residential, athletic and agricultural field irrigation. The additional distribution system will supply about 200 acre feet per year of recycled water. The Sonoma High School alone is expected to save approximately \$80,000 annually by using recycled water in lieu of potable water to irrigate its athletic field.</p> <p>Completed</p> <p>Implemented professionally designed and installed habitat restoration projects integrated with an innovative education program, working with local schools.</p> <p>Completed</p> <p>Used low impact development techniques to reduce stormwater runoff volumes and sediment loads into the Guadalupe River, along with natural filtering of pollutants and heavy metals. The filtration systems installed in the streets will provide traffic calming measures for increased pedestrian and vehicular safety.</p>
26	IRWM Round 3 Projects	<p><i>2. Sunnyvale Continuous Recycled Water Production Facilities and Wolfe Road Pipeline</i></p> <p><i>4. Stinson Beach Water Supply & Drought Preparedness Plan</i></p>	<p>Goal: 3 Objectives: g, i</p> <p>Goal: 3</p>	<p>Two projects completed during this reporting period.</p> <p>Completed</p> <p>Installed a new recycled water pipeline and implemented improvements at the Sunnyvale Water Pollution Control Plant to offset approximately 1,680 acre feet per year of potable water demand and improve water quality.</p> <p>Completed</p>

			Objectives: g, i	Replaced leaking pipes, installed new water meters and drilled a new well to provide the communities with a reliable water source for an additional 10 million gallons per year, and to annually reduce leaked water by 5 million gallons.
28	IRWM Round 4 Projects	<i>2. East Palo Alto Groundwater Supply Project</i> – Development and use of groundwater as a new source of water supply for the City of East Palo Alto and its DACs.	Goal: 3 Objective: g	One project completed during this reporting period. Upgraded a treatment system for and increased production capacity of the Gloria Way Well as a local groundwater source that will provide 300 gallons per minute of potable water, or roughly 600 acre feet per year of additional water supply for the adjacent disadvantaged communities.
New Proj #1	North Richmond Water Resources Resiliency Initiative	Engage the disadvantaged community of North Richmond in understanding water resources challenges it faces, to seek feedback and involvement from the community to generate solutions to address these issues, and develop multi-benefit strategies and projects to implement these solutions.	Goals 1, 2, 4 Objectives a, d, e, f, j	Complete The North Richmond Shoreline Vision project was completed in December, 2017. The project was a multi-organizational collaboration including SFEP, the Watershed Project, Urban Tilth, and the San Francisco Estuary Institute. The Vision proposes a number of long-term and near-term actions to advance shoreline resilience, recreation access and environmental justice within the shoreline transition zone. The project included a community survey with an educational component that was developed to collect North Richmond resident perspectives on shoreline access and uses, future opportunities for the shoreline, and major barriers to shoreline access such as public transit and safety. Community outreach findings informed the final Vision. More information about the project and the final Vision are available on SFEP's website .
New Proj #3	Transition Zone Mapping Project	Create a regional inventory of transition zones.	Goal: 4 Objectives: j, k,	Complete Building on the transition zone mapping methodology produced during the last reporting period, SFEP staff worked with the San Francisco Bay Joint Venture to refine and release a regional inventory of transition zones.



Estuary Blueprint 2017 and 2018 Task Status Updates **May 23, 2018**



Estuary Blueprint 2017 and 2018 Task Status Updates

2017 Tasks

Action Name	Task #	Task Description	Milestone	% Complete	Owner	SFEP Contact
Develop and implement a comprehensive, watershed-scale approach to aquatic resource protection	1.1	Develop a written framework that explains the need for watershed-based aquatic resource protection; frames an approach to meet this need; and identifies and incorporates supporting technical tools and policies. The framework should also address relevant regulatory and governance issues	Complete framework.	55	SFEI	Josh Bradt josh.bradt@sfestuary.org
Identify, protect, and create transition zones around the Estuary	4.1	Develop a regional steering committee and technical advisory committee to guide a bay-wide, science-based, inventory of existing and projected future transition zones. Base the inventory on current baylands restoration projects, land use, ownership, topography, elevation, and other criteria consistent with climate change adaptation science and regional, state, and federal agency initiatives.	Establish transition zone inventory steering and technical advisory committees.	100	SFBJV, SFEP	Heidi Nutters heidi.nutters@sfestuary.org
Protect, restore, and enhance seasonal wetlands	8.1	Re-establish the Interagency Vernal Pool Stewardship Initiative among state and federal agencies. Build relationships through the Initiative with land trusts and conservancies, landowners, Resource Conservation Districts, and municipalities to coordinate planning efforts.	Re-establish the Vernal Pool Stewardship Initiative.	0	SFEP	Caitlin Sweeney caitlin.sweeney@sfestuary.org
Restore watershed connections to the Estuary to improve habitat, flood protection and water quality	12.2	Advance a multi-benefit project in the Yolo Bypass by establishing a common vision for improvements supported by local, state, and federal agencies.	Initiate construction of multiple fish passage improvement projects within the Yolo Bypass.	75	DWR	Adrien Baudrimont adrien.baudrimont@sfestuary.org

Action Name	Task #	Task Description	Milestone	% Complete	Owner	SFEP Contact
Manage sediment on a regional scale and advance beneficial reuse	13.1	Strengthen Long Term Management Strategy (LTMS) policies on the beneficial reuse of dredged material by expanding programs such as "SediMatch." Resolve logistical issues in matching sediment supply from dredging projects and upland construction sites with habitat restoration and shoreline adaptation projects.	Expand and improve SediMatch.	75	BCDC, SF Bay JV, SFEI	Adrien Baudrimont adrien.baudrimont@sfestuary.org
Manage sediment on a regional scale and advance beneficial reuse	13.4a	Advance understanding of how the creation of sandy beaches and their replenishment provides multiple benefits in terms of ecosystem health, shoreline erosion control, and sea level rise adaptation. Create (or enhance an existing) monitoring tool to identify potential sites for sandy beach creation or replenishment projects, choose pilot project sites, and track progress. Provide information about the benefits of sandy beaches to regulators and the restoration community.	Release the monitoring and tracking tool.	0	SF Bay JV	Adrien Baudrimont adrien.baudrimont@sfestuary.org
Demonstrate how natural habitats and nature-based shoreline infrastructure can provide increased resiliency to changes in the Estuary environment.	14.1	Develop a primer on how bayshore projects can be designed and optimized to achieve multiple rather than single benefits. Challenge designers and planners to look beyond a primary objective and find opportunities to incorporate not only flood protection but also habitat enhancement and recreational access, among other objectives, in proposed projects.	Develop primer and implement outreach strategy for primer.	20	SFEI, SFEP	Adrien Baudrimont adrien.baudrimont@sfestuary.org
Advance natural resource protection while increasing resiliency of shoreline communities in the Bay Area	15.2	Integrate resiliency and natural resource protection into Plan Bay Area. Lay the groundwork for a more comprehensive regional resiliency effort.	Complete resiliency section in the 2017 update of Plan Bay Area.	100	BARC, SCC	Heidi Nutters heidi.nutters@sfestuary.org

Action Name	Task #	Task Description	Milestone	% Complete	Owner	SFEP Contact
Integrate natural resource protection into state and local government hazard mitigation, response, and recovery planning	16.1	Establish and implement innovative approaches for integrating natural resources into hazard mitigation, response and recovery planning in the Delta.	Complete the Delta Levee Investment Strategy.	100	Delta Stewardship Council	Heidi Nutters heidi.nutters@sfestuary.org
Improve regulatory review, permitting, and monitoring processes for multi-benefit climate adaptation projects	17.3a	Analyze current San Francisco Bay Regional Water Quality Control Board regulations and policies governing the permitting of multi-benefit projects designed to address sea level rise. Develop findings, alternatives, and recommendations to support the Board's evaluation of baylands climate adaptation projects. Address concerns about balancing long-term wetlands protection, restoration, and enhancement against short terms losses in ecosystem function.	Complete report with recommendations.	85	SF Bay Regional Board	Natasha Dunn natasha.dunn@sfestuary.org
Improve regulatory review, permitting, and monitoring processes for multi-benefit climate adaptation projects	17.4	Bring major permitting and regulatory agencies together with project implementers and other key stakeholders in workshops to facilitate the creation of a more transparent and predictable system for the review and approval of multi-species and multi-benefit projects over the long-term. Design a model process and overall system that reduces time and conflicts while also outlining a roadmap for those entering into this process for the first time.	Institute a once or twice yearly workshop.	50	Coastal Hazards Adaptation Resiliency Group	Natasha Dunn natasha.dunn@sfestuary.org

Action Name	Task #	Task Description	Milestone	% Complete	Owner	SFEP Contact
Improve the timing, amount, and duration of freshwater flows critical to Estuary health	18.1	Work with partners to disseminate a report highlighting the contribution of freshwater flows to the health of the lower Estuary, San Francisco Bay.	Disseminate report.	100	SFEP	Darcie Luce darcie.luce@sfestuary.org
Develop long-term drought plans	19.1	Fund an assessment that analyzes which retail and wholesale water supply agencies around the Estuary have long-term water supply plans for five to 10 year drought.	Complete assessment.	90	SFEP	Darcie Luce darcie.luce@sfestuary.org
Expand the use of recycled water	22.1	Promote existing outreach activities educating the public about recycled water. Encourage the sharing of informational materials, resources, and program models among municipalities, wastewater agencies, and drinking water agencies.	Develop platform for sharing resources	30	BACWA, SFEP	Darcie Luce darcie.luce@sfestuary.org
Integrate water into the updated Plan Bay Area and other regional planning efforts	23.2	Incorporate water and San Francisco Bay related issues into the Plan Bay Area 2017 update. Consider ways to reduce per capita water use and optimize water recycling in the update, as well as issues such as landscape water use, water quality, stormwater management (low impact development and green infrastructure), and drought preparedness.	Complete an update of Plan Bay Area.	100	SFEP, ABAG	Josh Bradt josh.bradt@sfestuary.org
Manage stormwater with low impact development and green infrastructure	24.1	Develop outreach materials on lessons learned and the current state of LID benefits knowledge.	Develop materials.	100	SFEP, EPA	Josh Bradt josh.bradt@sfestuary.org
Manage stormwater with low impact development and green infrastructure	24.2	Improve the San Francisco Estuary Institute's LID tracking tool "GreenPlan-IT." Enhance all components of the LID planning tool, "GreenPlan-IT."	Complete refined GreenPlan-IT.	98	SFEP, EPA	Josh Bradt josh.bradt@sfestuary.org
Decrease raw sewage discharges into the Estuary	26.1	Review sewer lateral repair ordinances currently in operation around the region, and target 30 percent of the uncovered jurisdictions for assistance in developing and passing sewer ordinance modeled on existing ordinances.	Complete review and identify jurisdictions.	100	SFEP	James Muller james.muller@sfestuary.org

Action Name	Task #	Task Description	Milestone	% Complete	Owner	SFEP Contact
Decrease raw sewage discharges into the Estuary	26.4a	Develop a mobile app for boaters to report broken pumpouts, and for marinas to report pumpout use and operational status; pilot a mobile pumpout program for marinas and recreational boaters in the Oakland Estuary. Install 10 new dockside pumpout systems in marinas to increase the size and availability of the pumpout network.	Launch application and pilot program.	100	SFEP	James Muller james.muller@sfestuary.org
Decrease raw sewage discharges into the Estuary	26.5	Work with the Bay Area Pollution Prevention Group (BAPPG) to identify new audiences for outreach messages about reducing non-flushable items to sanitary sewers to reduce sanitary sewer overflows	Identify new audiences.	25	SFEP	Darcie Luce darcie.luce@sfestuary.org
Implement Total Maximum Daily Load projects in the Estuary, including projects to reduce mercury, methylmercury, pesticides and areas of low dissolved oxygen	27.1	Develop and implement a multi-media outreach campaign aimed at reducing household indoor and outdoor pesticide use.	Complete final report on outreach campaign.	100	SFEP	Heidi Nutters heidi.nutters@sfestuary.org
Advance nutrient management in the Estuary	28.1	Secure additional funding to ensure continuation of long-term monitoring of nutrient-related parameters in the Bay through the San Francisco Bay Regional Water Quality Control Board's Nutrient Management Strategy.	Secure funding and continue monitoring.	35	SF Bay Regional Board, SFEI	Karen McDowell karen.mcdowell@sfestuary.org
Advance nutrient management in the Estuary	28.2	Undertake and fund water quality research to attain an improved quantitative understanding of San Francisco Bay's "dose response" to nutrients.	Secure funding and continue research.	35	SF Bay Regional Board, SFEI	Karen McDowell karen.mcdowell@sfestuary.org
Advance nutrient management in the Estuary	28.4	Develop a Nutrient Research Plan for the freshwater Sacramento-San Joaquin Delta through the Central Valley Regional Water Quality Control Board. Use the plan to determine whether nutrient objectives are needed to protect beneficial uses in upper Estuary.	Complete Delta Nutrient Research Plan.	80	Central Valley Regional Board	Karen McDowell karen.mcdowell@sfestuary.org

2018 Tasks

Action Name	Task #	Task Description	Milestone	% Complete	Owner	SFEP Contact
Develop and implement a comprehensive, watershed-scale approach to aquatic resource protection	1.2	Develop criteria to evaluate watersheds that could be used to pilot the Task 1-1 framework. Select a pilot watershed that drains into San Francisco Bay based on these criteria.	Complete criteria and select pilot Bay watershed	5	SFEI, SFEP	Josh Bradt josh.bradt@sfestuary.org
Establish a regional wetland and stream monitoring program	2.1	Develop and implement a Bay Area and Delta regional wetland monitoring plan that establishes separate, yet closely coordinated, steering committees for the upper and lower Estuary. The plan will identify regulatory and management monitoring priorities, as well as existing wetland, stream, or riparian monitoring efforts, to determine where there may be opportunities for partnerships and where there are gaps.	Hold initial meeting of the steering committees.	50	SF Bay JV, SF Bay Regional Board, SFEI	Heidi Nutters heidi.nutters@sfestuary.org
Establish a regional wetland and stream monitoring program	2.2	Determine how much funding is needed to support program management and administration, technology purchase and upgrades, hardware and software operations and maintenance, practitioner training, and annual data synthesis and report; develop a business model to meet these funding needs .	Complete the business model.	15	SF Bay JV, SFEP	Heidi Nutters heidi.nutters@sfestuary.org
Establish a regional wetland and stream monitoring program	2.3	Complete the California Aquatic Resource Inventory (CARI) for the Delta; complete riparian inventories for the Delta and the Bay Area; upload the inventories into the California EcoAtlas information system	Complete the Delta CARI and the Delta and Bay Area riparian inventories.	5	SF Bay JV, SFEI	Heidi Nutters heidi.nutters@sfestuary.org
Identify, protect, and create transition zones around the Estuary	4.2	Complete a regional inventory of transition zones based on the methodology developed by the technical advisory committee.	Complete Bay transition zone inventory.	90	SF Bay JV, SFEP	Heidi Nutters heidi.nutters@sfestuary.org
Protect, restore, and enhance seasonal wetlands	8.3	Develop a white paper on best practices for grazing management to protect seasonal wetlands and enhance habitat quality.	Complete white paper.	10	SF Bay JV	Caitlin Sweeney caitlin.sweeney@sfestuary.org

Action Name	Task #	Task Description	Milestone	% Complete	Owner	SFEP Contact
Increase the efficacy of terrestrial predator management	10.1a	Develop a map showing priority areas in the San Francisco Estuary where actions can be taken to reduce feral cat predation on sensitive species, particularly Ridgway's Rail. This cat predator threat assessment and opportunities map will include: 1) locations of known or suspected feral cat colonies and feeding stations; 2) identification of entity(s) maintaining each cat colony (individual, group-sanctioned, or city and county authorized activity); 3) jurisdictions of landowners with the authority and willingness to enforce the law (map to include all landowners of marshes and adjacent areas); 4) information on city and county cat-feeding station laws; 5) presence of critical Ridgway's Rail populations; and 6) extent of housing and urban development, including landfills and transfer stations.	Produce feral cat threat assessment and opportunities map	10	Point Blue, USFWS	Karen McDowell karen.mcdowell@sfestuary.org
Manage sediment on a regional scale and advance beneficial reuse	13.2	Identify funding to pay for the additional costs of dredged materials disposal beyond "least-cost" options, including costs for offloaders to pump sediment for beneficial reuse projects on Estuary shorelines.	Identify and secure funding.	15	SF Bay Joint Venture	Adrien Baudrimont adrien.baudrimont@sfestuary.org
Manage sediment on a regional scale and advance beneficial reuse	13.3	Identify funds and conduct research and monitoring to quantify all potential sediment sources to the Estuary. Determine sediment needs for maintaining current habitats under various sea level rise projections.	Complete study and share results.	32	SF Bay JV, SFEI	Adrien Baudrimont adrien.baudrimont@sfestuary.org
Demonstrate how natural habitats and nature-based shoreline infrastructure can provide increased resiliency to changes in the Estuary environment.	14.2	Develop a system for describing the variety of shorelines around the Estuary based on shoreline features, ecosystem processes, land use, and other relevant factors.	Develop shoreline typologies.	85	SFEI, SFEP	Adrien Baudrimont adrien.baudrimont@sfestuary.org
Improve the timing, amount, and duration	18.2	Assist the State Water Resources Control Board in updating the San Francisco Bay/Sacramento-San	Complete update of the	20	SFEP	Darcie Luce

Action Name	Task #	Task Description	Milestone	% Complete	Owner	SFEP Contact
of freshwater flows critical to Estuary health		Joaquin River Delta Water Quality Control Plan (Bay Delta WQCP) by providing concise, scientifically sound data to the State Board during its deliberations and by keeping the public and local officials informed.	Bay-Delta WQCP with updated flow objectives.			darcie.luce@sfestuary.org
Improve the timing, amount, and duration of freshwater flows critical to Estuary health	18.3	Work with relevant partners and agencies to more broadly incorporate integrated freshwater flow and habitat messages and information in public outreach materials or relevant programs.	Add messages to the materials of at least 3 partners.	10	SFEP	Darcie Luce darcie.luce@sfestuary.org
Reduce water use for landscaping around the Estuary	21.1	Work with water supply agencies, municipalities, the California Department of Water Resources (DWR), the California State Water Resources Control Board, and others to develop a standardized approach to quantifying and reporting on water use for all new and existing landscaped areas. Use the latest available technology, as well as the methodology developed by DWR for the update 2015 MWELO, and other methods as appropriate.	Ensure standardized reporting in place.	15	SFEP	Darcie Luce darcie.luce@sfestuary.org
Reduce water use for landscaping around the Estuary	21.2	Working with the partners identified in Task 21-1, develop permanent (i.e., non-drought) performance standards against which progress in reducing landscape water use region-wide will be measured.	Ensure performance standards in place.	5	SFEP	Darcie Luce darcie.luce@sfestuary.org
Expand the use of recycled water	22.2	Collaborate with BACWA's Recycled Water Committee and others to: expand incorporation of recycled water in local and regional water resources planning processes; identify opportunities for the broader use of recycled water; overcome funding and planning gaps; and address regulatory and permitting constraints.	Hold three meetings.	33	BACWA, SFEP	Darcie Luce darcie.luce@sfestuary.org
Manage stormwater with low impact development and green infrastructure	24.3	Partner with local jurisdictions to analyze LID and GI potential in select areas using Green Plan-IT and other applicable planning tools, and integrate findings into relevant agency planning mechanisms and policies for adoption and implementation.	Complete identification and analysis.	80	SFEP, US EPA	Josh Bradt josh.bradt@sfestuary.org
Manage stormwater with low impact	24.4	Develop and promote a comprehensive regional road map that identifies key policies, documents, legislation,	Complete work plan.	95	SFEP, US EPA	Josh Bradt

Action Name	Task #	Task Description	Milestone	% Complete	Owner	SFEP Contact
development and green infrastructure		agencies, and specific actions needed for integrating GI with future climate change, transportation, and other infrastructure investments, including looking for opportunities to implement large regional projects.				josh.bradt@sfestuary.org
Manage stormwater with low impact development and green infrastructure	24.5	Create and make available to municipalities and other interested parties design tools for LID retrofits, such as: cost-effective, low maintenance standard design details for LID retrofits of typical road configurations; unit cost estimates for both LID retrofit practices and non-LID standard street details; and “lessons learned” reports on previous grant- or local agency-funded LID retrofit projects.	Complete design tools and make available.	100	SFEP, US EPA	Josh Bradt josh.bradt@sfestuary.org
Manage stormwater with low impact development and green infrastructure	24.6	Create a GIS-based database to track completed LID and GI projects in the public and private realms; coordinate the database with Total Maximum Daily Load (TMDL) accounting systems developed by other local partners to identify and quantify the load reduction benefits of LID and GI.	Launch database.	95	SFEP, US EPA	Josh Bradt josh.bradt@sfestuary.org
Address emerging contaminants	25.2	Support the continuation and evaluate the effectiveness of the regional education program aimed at reducing or eliminating the use of triclosan and triclocarban. Evaluate tools, such as non-purchase agreements, ordinances, or inclusion as a priority product by the California Department of Toxic Substances Control, to reduce personal care products containing triclosan or triclocarban.	Complete evaluations.	100	Bay Area Pollution Prevention Group, CA PSP, SFEP	Darcie Luce darcie.luce@sfestuary.org
Decrease raw sewage discharges into the Estuary	26.2	Produce and promote a white paper that describes existing and potential funding mechanisms for residents to help pay for private sewer line repair and replacement, such as grant programs and financing strategies	Complete white paper.	100	SFEP	James Muller james.muller@sfestuary.org
Implement Total Maximum Daily Load projects in the Estuary, including projects to	27.2	Evaluate Best Management Practices (BMPs) in Suisun Marsh to improve marsh water quality and address dissolved oxygen and methylmercury impairment.	Develop water quality model.	80	SF Bay Regional Board, SFEP,	James Muller james.muller@sfestuary.org

Action Name	Task #	Task Description	Milestone	% Complete	Owner	SFEP Contact
reduce mercury, methylmercury, pesticides and areas of low dissolved oxygen		Characterize managed wetland responses to BMPs through water quality modeling.			Suisun RCD	
Advance nutrient management in the Estuary	28.3	Update the Nutrient Management Strategy for San Francisco Bay based on monitoring and modeling and load reduction study results from Tasks 28-1 and 28-2.	Update Nutrient Management Strategy.	0	SF Bay Regional Board, SFEI	Karen McDowell karen.mcdowell@sfestuary.org
Engage the scientific community in efforts to improve baseline monitoring of ocean acidification and hypoxia effects in the Estuary.	29.1	Convene scientists from around the San Francisco Estuary, including from leading marine laboratories and universities, to identify potential impacts of ocean acidification and hypoxia on beneficial uses of the state's waters. Build a conceptual model that can inform design and implementation of monitoring approach.	Convene workshop and complete a meeting summary with recommended actions.	100	SFEI, SFEP	Heidi Nutters heidi.nutters@sfestuary.org
Champion and implement the CCMP	32.3a	On a five-year cycle, provide current information about the health status of the Estuary through an updated State of the Estuary Report. Continue to gather data for current indicators, and develop new indicators that provide needed information regarding Estuary health and align with actions in the CCMP.	Develop a strategy for updating the 2015 State of the Estuary Report, including advancing new indicators.	35	SFEP	Caitlin Sweeney caitlin.sweeney@sfestuary.org

All Actions – Average % Complete

Action	%	Action	%	Action	%	Action	%
Action 1: Develop and implement a comprehensive, watershed-scale approach to aquatic resource protection	22	Action 9: Minimize the impact of invasive species	13	Action 17: Improve regulatory review, permitting, and monitoring processes for multi-benefit climate adaptation projects	59	Action 25: Address emerging contaminants	54
Action 2: Establish a regional wetland and stream monitoring program	18	Action 10: Increase the efficacy of terrestrial predator management	3	Action 18: Improve the timing, amount, and duration of freshwater flows critical to Estuary health	43	Action 26: Decrease raw sewage discharges into the Estuary	76
Action 3: Protect, restore and enhance tidal marsh and tidal flat habitat	32	Action 11: Increase carbon sequestration through wetland restoration, creation, and management	37	Action 19: Develop long-term drought plans	87	Action 27: Implement Total Maximum Daily Load projects in the Estuary, including projects to reduce mercury, methylmercury, pesticides and areas of low dissolved oxygen	93
Action 4: Identify, protect, and create transition zones around the Estuary	56	Action 12: Restore watershed connections to the Estuary to improve habitat, flood protection and water quality	74	Action 20: Increase regional agricultural water use efficiency	13	Action 28: Advance nutrient management in the Estuary	27
Action 5: Protect, restore, and enhance intertidal and subtidal habitats	8	Action 13: Manage sediment on a regional scale and advance beneficial reuse	24	Action 21: Reduce water use for landscaping around the Estuary	24	Action 29: Engage the scientific community in efforts to improve baseline monitoring of ocean acidification and hypoxia effects in the Estuary.	100
Action 6: Maximize habitat benefits of managed wetlands and ponds	15	Action 14: Demonstrate how natural habitats and nature-based shoreline infrastructure can provide increased resiliency to changes in the Estuary environment.	28	Action 22: Expand the use of recycled water	32	Action 30: Reduce trash input into the Estuary	30

Action	%		Action	%		Action	%		Action	%
Action 7: Conserve and enhance riparian and in-stream habitats throughout the Estuary's watersheds	26		Action 15: Advance natural resource protection while increasing resiliency of shoreline communities in the Bay Area	80		Action 23: Integrate water into the updated Plan Bay Area and other regional planning efforts	75		Action 31: Foster support for resource protection and restoration by providing Estuary-oriented public access and recreational opportunities compatible with wildlife	41
Action 8: Protect, restore, and enhance seasonal wetlands	3		Action 16: Integrate natural resource protection into state and local government hazard mitigation, response, and recovery planning	38		Action 24: Manage stormwater with low impact development and green infrastructure	95		Action 32: Champion and implement the CCMP	32

SFEP

SAN FRANCISCO

**ESTUARY**
PARTNERSHIP

MEMO

DATE: May 16, 2018

TO: Implementation Committee

FROM: Caitlin Sweeney, Director

RE: Recommendation for *Estuary Blueprint Strategic Planning Session* in 2019

At the March 7 2018 Implementation Committee meeting, the IC discussed the possibility of having an Estuary Blueprint Strategic Planning Session to assess implementation progress of the Blueprint actions to date, with a focus on stalled and/or particularly challenging actions, and develop a plan of action for the remainder of the Blueprint timeframe (through 2021). The IC agreed to the benefits of focused strategic planning on the Blueprint and the bulk of the discussion centered around various logistical options.

Based on the feedback received at the meeting and further discussions with the IC Chair, Vice Chair and SFEP staff, I recommend that the first IC meeting of 2019 (tentatively scheduled for the first week of March) be held as a full day Estuary Blueprint Strategic Planning Session (with a short business meeting as necessary).



DRAFT STRATEGIC COMMUNICATION PLAN

SUMMARY

At the request of the Implementation Committee, the 2017-2018 Work Plan included a small amount of funding for the creation of a Communication Plan for the San Francisco Estuary Partnership (Partnership). A strategic communication plan for the Partnership can benefit the region by increasing visibility of the Estuary Blueprint, the Partnership's collaborative work, and regional successes and achievements by our partners. Articulating the value of the National Estuary Program (NEP) and the Estuary could help boost federal funding and other funding sources. Furthermore, broader visibility of the Partnership and the Blueprint should also elevate region-wide priorities and the work that our partners are doing to advance these priorities.

Background

To develop this draft plan, existing communication channels and audiences were inventoried and reviewed. Partnership staff were interviewed about communications within their programs and projects and within the organization. IC members who had volunteered to assist with development of the plan met with Partnership staff to identify desired goals and share effective strategies. A review of some partner websites has been initiated, and [a short survey](#) is currently being circulated to IC members and key partners. Additional input will be sought at the May 23 IC meeting, and revisions will be made during the summer. A final draft will be brought to the IC in August (see timeline).

Two primary themes have emerged from the analysis to date:

First, the Partnership should and does already communicate key messages regarding Estuarine health, priorities for the Estuary, work underway by our partners, and accomplishments that advance the goals of the Estuary Blueprint. By working more closely with partners to strategically align and advance these messages, we can increase our reach to both new and existing audiences and further elevate region-wide priorities.

Second, the Partnership's core programmatic strengths lie in regional collaboration and capacity-building. These strengths are well understood by key partners, but for potential partners unfamiliar with the Partnership, messaging on these strengths is not always clear. Programs and projects, even when led by the Partnership, do not always highlight the Partnership's role in their success. Both the organization and our partners would benefit from greater attention to the role of communications and consistent, clear messaging across all of the Partnership's channels and materials.

Both themes highlight the need for more clarity, consistency, and a strategic approach to Partnership communications.

Goals

DRAFT GOALS

Work with partners to communicate key, aligned messages regarding estuarine health and priorities, work underway, and accomplishments that advance the goals of the Estuary Blueprint.

Refine messaging about the Partnership as an organization, with a focus on clear and consistent messages about its core strengths and capacities and what it offers to partners and to the region.

Inventory of Active Communications Channels

Website	ESTUARY News
Social Media (Facebook, Twitter, Instagram)	Program or Project-Specific Materials
Estuary Blueprint E-newsletter	Print Collateral
Events: State of the Estuary Conference	Partner Materials (for example, the Bay Link, MTC)
Flagship Products: Estuary Blueprint and State of the Estuary Report	

Existing Key Messages

The draft plan calls for alignment of Partnership communications with key national, regional, and organizational messages, such as the examples listed below. Additional messages should be identified and potential new messages developed in collaboration with partners.

NATIONAL MESSAGES

- NEPs are non-regulatory and locally driven.
- NEPs provide a cooperative, efficient, cost-effective partnership to ensure federal assets and interests are coordinated, aligned and protected.
- NEPs are results-oriented and successful.

REGIONAL MESSAGES

- Restoration is working.
- The Estuary has come a long way, but there is much more work to be done immediately, particularly to prepare for climate change.

ORGANIZATIONAL MESSAGES

- The Partnership is a collaborative program that works in partnership with a broad range of stakeholders on improving the health of the Estuary.

Suggested Actions

The draft plan suggests a range of actions to meet the above goals, some of which will entail minimal effort, and others which will require more staff time and resources. However, due to the limited capacity of current funding, the draft plan emphasizes the importance of meeting these goals by developing consistent messaging and strategically strengthening our existing communication channels, as well as aligning with the communications efforts of partners, before investing resources into new, independent efforts. Example actions include:

- Identify opportunities for inclusion of the Estuary Blueprint in partner materials.
- Conduct regular outreach to Estuary Blueprint partners to request implementation success stories for inclusion in the Estuary Blueprint e-newsletter.
- For all future projects and program updates, develop a communications strategy at the outset for any expected products or outcomes; write this strategy into future grant proposals where possible.
- Identify current core messaging regarding the Partnership and the Blueprint and work closely with partners to strategically align them internally and throughout the region.

Timeline for Development and Implementation

Task	Date
Assess existing audiences and communications channels	December 2017-January 2018
Survey staff	December 2017-January 2018
Develop first draft goals, identify suggested audiences and channels	January-February 2018
Meet with IC members about desired goals and current communications	March-May 2018
Revise draft goals and develop recommended actions	April 2018
Review revised goals and recommendations with staff and IC members	May 2018
Revise draft plan	June-July 2018
Present final draft plan to IC members and staff	August 2018
Begin implementation	September 2018-August 2019
First evaluation	July-August 2019

DRAFT

Strategic Communications Plan

For Implementation Committee Review

May 23, 2018

Table of Contents

1. Timeline for Development and Implementation
2. Introduction
 - a. Overview
 - b. About this Plan
3. Background and Need
 - a. Identified Priority
 - b. Funding Security
 - c. Other Benefits
4. Goals and Desired Outcomes
 - a. Draft Goals
 - b. Desired Outcomes
5. Messaging Relationships Chart
6. Existing Communications
 - a. Existing Messages
 - b. Existing Communications Channels
 - c. Existing Audiences
7. Implementation
 - a. New Messages
 - b. New or Under-engaged Audiences
 - c. New Communication Channels
 - d. Suggested Actions
 - e. Implementers
 - f. Evaluation

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Introduction

Overview

The San Francisco Estuary Partnership is a part of the National Estuary Program, established in 1987 by Congress through an amendment to the Clean Water Act. The U.S. Environmental Protection Agency oversees the national program, providing a small amount of federal funding, guidance, and technical assistance to each estuary. From the beginning, the Association of Bay Area Governments (ABAG) has hosted the San Francisco Estuary Partnership (Partnership); for most daily operations, however, the Partnership has maintained a high degree of autonomy.

The Partnership is required to maintain a committee of diverse stakeholders, the Implementation Committee, which has the responsibility of working collaboratively to implement the Comprehensive Conservation and Management Plan (Estuary Blueprint). The IC also provides input into the Partnership's annual Work Plan and other important planning processes. These relationships provide the basis for communications between the Partnership and others; see below for a graphic of the flow of messaging between these entities.

About this Plan

This strategic communications plan is being developed at the request of the Implementation Committee (IC). This plan is intended to build on the Partnership's existing partnerships and strong regional reputation in order to effectively reach new audiences and strengthen outreach to existing audiences, with the result of more successful implementation of the Estuary Blueprint and a healthier, more resilient Estuary.

Background and Need

Identified Priority

At the request of the IC, the 2017-2018 Work Plan included a small amount (\$10,000) of funding for the creation of a Communications Plan. For the past few years, several IC members have called for greater public outreach, with some ongoing discussion about what this might mean in terms of identifying audiences and activities. This report forms the foundation of a strategic communications plan, to be refined and finalized with input from the IC.

Funding Security

For the past two years, the Presidential budget has proposed complete elimination of National Estuary Program (NEP) funding. San Francisco Estuary Partnership, like many of its NEP counterparts, enjoys strong and universal support from our region's members of Congress, and the NEP in general has bipartisan support, so the long-term security of the program is not at significant risk. However, criticisms of the NEP, the EPA, and of environmentally-focused programs in general have increased and could result in funding declines or threats. In addition, the limited funding provided through the EPA offers the only means of supporting vital programmatic work such as the State of the Estuary Report and unfunded actions in the Estuary Blueprint. The San Francisco Bay-Delta Estuary receives very little federal funding; increased appreciation for the value of the NEP and the Estuary could help boost this federal funding and assist to secure funding from other sources, to the benefit of the San Francisco Partnership and regional partners.

Other Benefits

The Partnership has successfully built relationships with most of the agencies and organizations working to improve the health of the Estuary, and is well-regarded by its partners. However, there remain many stakeholders and audiences who do not know about the Partnership or the Estuary Blueprint. Greater awareness and engagement of these audiences can increase the Partnership's capacity to implement priority actions and result in a more successful outcome for the Blueprint as well as a more robust update in the next iteration. Furthermore, increased visibility of the Partnership, and by extension the Blueprint, should also increase attention to region-wide priorities and the work that our partners are doing to advance these priorities. Among existing audiences and internally, a strategic communications plan can provide clarity as to the Partnership's core strengths and capacities as well as align key messages with those of its partners.

Goals and Desired Outcomes

Draft Goals

Work with partners to communicate key, aligned messages regarding estuarine health and priorities, work underway, and accomplishments that advance the goals of the Estuary Blueprint.

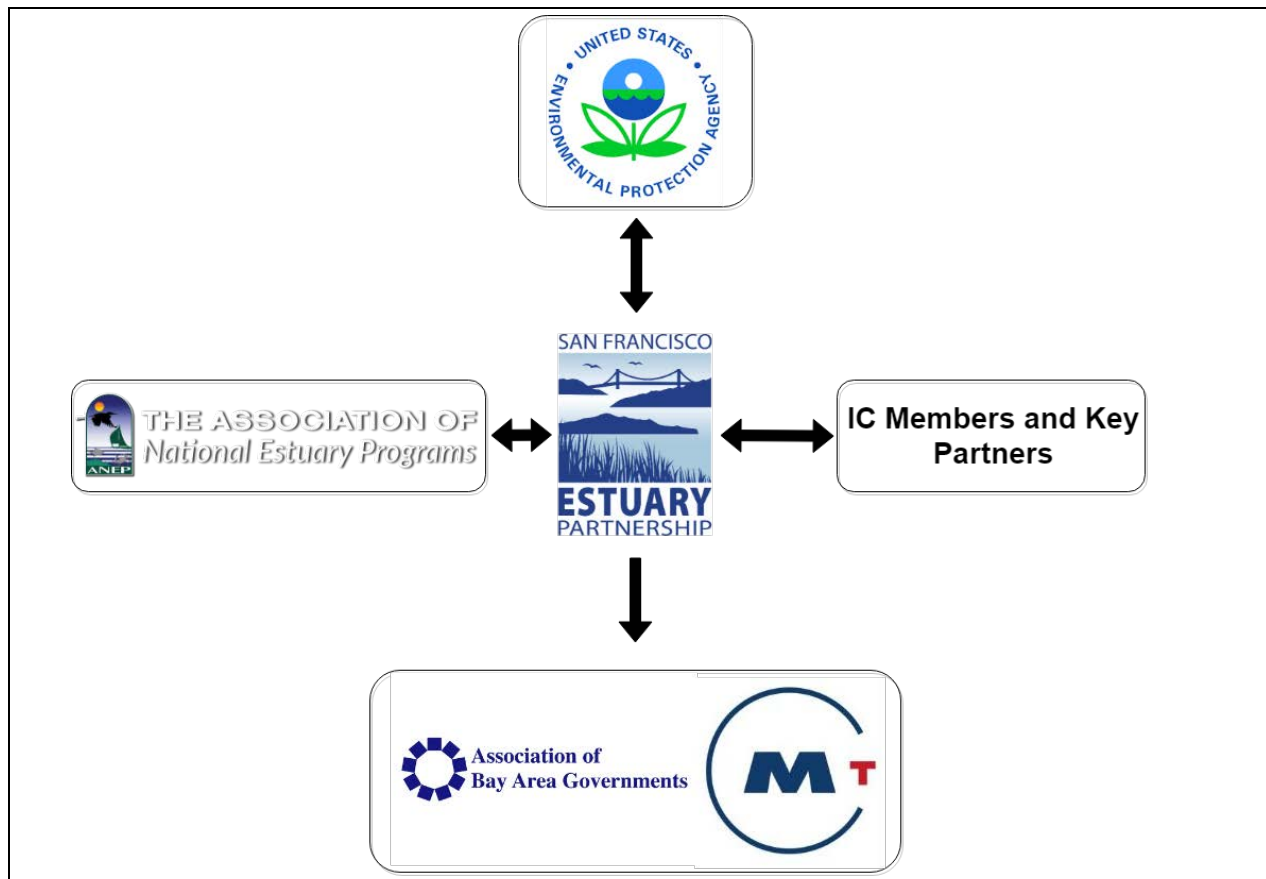
Refine messaging about the Partnership as an organization, with a focus on clear and consistent messages about its core strengths and capacities and what it offers to partners and to the region.

Desired Outcomes

- More support for and broader implementation of the Estuary Blueprint
- More regional partnership opportunities for the Partnership and its partners with a broader range of stakeholders
- Amplification of key, aligned messages to new and existing target audiences
- A more secure, diversified, and increased funding stream
- Expanded use and sharing of work products

Messaging Relationships Chart

The Partnership, like many NEPs, is situated within a complex structure of cooperating organizations and stakeholders (see Messaging Relationships graphic). Key messages regarding Estuary health and restoration efforts may be developed in collaboration with some stakeholders and shared with others. An effective strategic communications plan requires an understanding of these organizational relationships and the appropriate direction to messaging. This web of organizations should also be considered dynamic and subject to change: the recent merger of the Metropolitan Transportation Commission (MTC) and the Association of Bay Area Governments (ABAG) will eventually lead to the creation of a single regional planning organization which will house the Partnership.



Existing Communications

The first step in development of this plan was to analyze the status of existing communications and communication plans. The Partnership has several significant and effective communications channels; however, it does not currently have an overarching plan. The Partnership does have a Strategic Outreach Plan for the CCMP, prepared by Michael Baker International in November 2015 for the release of the updated Estuary Blueprint. Recommendations and strategies from that plan were used to inform this one, including the following:

- Establishment of an externally-facing brand identity of the CCMP and by proxy SFEP;
- Define goals for CCMP outreach;
- Define key messages for the CCMP for existing and potential new partners.

In addition, the Strategic Outreach Plan for the CCMP included identification of potential new partners through a Stakeholder Gaps Analysis, and development of a campaign strategy for both the release of the CCMP and ongoing CCMP communications.

Existing Messages: What are we trying to communicate?

As mentioned above, the Partnership develops messages with input from IC members and key local and regional partners, as well as with input from national partners (i.e., the federal branch of the U.S. Environmental Protection Agency [USEPA], the Association of National Estuary Programs [ANEP], and Restore America's Estuaries [RAE]). Regional partners have developed a number of key regional messages, a few examples of which are shared below. In addition, the Partnership promulgates--deliberately or inadvertently--key messages regarding its strengths and core capacities to audiences including IC members, partners, and potential partners.

NATIONAL MESSAGES

- NEPs are non-regulatory and locally driven.
- NEPs provide a cooperative, efficient, cost-effective partnership to ensure federal assets and interests are coordinated, aligned and protected.
- NEPs are results-oriented and successful.
- The NEP's non-regulatory and consensus-based approach aligns stakeholders and resources to identify and implement innovative and positive solutions to solve complex problems.

REGIONAL MESSAGES

- Restoration is working.
- The Estuary has come a long way, but there is much more work to be done right now, particularly to prepare for climate change.

ORGANIZATIONAL MESSAGES

- The Partnership is a collaborative program that works in partnership with a broad range of stakeholders on improving the health of the Estuary.

Existing Communications Channels: How and where are we trying to communicate?

As mentioned above, the Partnership has several existing communications channels (see overview list below). A simple audit was conducted to identify strengths, weaknesses, and

opportunities to increase the reach of each channel. Recommendations for each channel can be found in the Implementation section.

LIST OF CHANNELS

- | | |
|--|---|
| • Website | • ESTUARY News |
| • Social Media | • Program or Project-Specific Materials |
| • Estuary Blueprint E-newsletter | • Partner Materials |
| • Events: State of the Estuary Conference | • Print Collateral |
| • Flagship Products: Estuary Blueprint and State of the Estuary Report | |

Website

The Partnership released a substantially updated website in June 2017, including a new look and structure, and updated project pages. As part of this update, staff installed Google Analytics to gain new insights into website use and visitation. The main goal of this website is to communicate with key partners, particularly about events like the State of the Estuary Conference, progress on implementing the Estuary Blueprint, and the release of important documents like the State of the Estuary Report. The website is also home to the online version of ESTUARY News.

The website is easy for staff to update and for the first time provides an accessible means of tracking implementation of the Estuary Blueprint. ESTUARY News receives a large proportion of pageviews and is frequently one of the top three starting pages for visitors. The landing or home page for the website, however, frequently features links to outside websites and is updated intermittently as staff capacity allows. Responsibility for updating project pages lies with project managers, and the level of detail between project pages varies. The Estuary Blueprint E-Newsletter drives some traffic to the website through Estuary Blueprint updates and success stories; otherwise, no systematic means of driving traffic to the website exists.

Social Media

The Partnership has three primary social media accounts: Facebook, Twitter, and Instagram. Posts are made to all of these accounts opportunistically based on staff capacity, and are primarily maintained by one staff person.

Estuary Blueprint E-Newsletter

The Estuary Blueprint newsletter is released quarterly, on approximately the same schedule as the IC meetings. It is intended to reach IC members and Estuary Blueprint partners and supporters with updates related to Blueprint implementation, such as success stories and progress tracking. Since its inception with the release of the updated Estuary Blueprint in fall 2016, it has grown from 121 to 222 subscribers. The e-mail newsletter is released via MailChimp, which enables list tracking and engagement. Engagement has remained high (47.7% average opens). Relative to the Partnership's complete mailing list of 4800, however, this newsletter reaches a small percentage.

Events: State of the Estuary Conference

The biennial State of the Estuary Conference, held 13 times since 1993, attracts about 800 attendees ranging from internationally recognized topic experts to citizen volunteers and advocates. The State of the Estuary Report is usually timed for release in conjunction with the conference, which boosts the general visibility of both. Additionally, partners such as the Regional Monitoring Program have also tied release of reports to the conference, which has resulted in increased earned media coverage.

Flagship Products: Estuary Blueprint and State of the Estuary Report

As the primary guiding document for the Partnership and one of the primary plans for restoring the Estuary, the Estuary Blueprint serves as a vehicle for communicating region-wide priority actions. The State of the Estuary Report is one of the most publicly-accessible documents summarizing the status of current efforts by the Partnership and its partners to improve estuarine health. It provides a way for the interested public to understand the progress being made on the implementation of the Estuary Blueprint; Partnership staff are working to strengthen the connections between these two documents.

General Print Collateral

The Partnership has a number of flyers that provide an overview of the organization and its projects, for use in meeting with people new to the organization. These have been revised within the past two years in cooperation with the NEPs, and have aligned messaging with national partners.

ESTUARY News

ESTUARY News is a quarterly print and online newsletter with a dedicated readership of about 4,000-5,000. The Partnership provides significant funding for the newsletter and hosts the online version. ESTUARY News has a strong reputation for high-quality, engaging content. Recently, the editor expanded the newsletter's online presence through the

introduction of PEARLS, which covers news items between newsletter issues. Although it is closely affiliated with the Partnership, ESTUARY News is run independently, and the Partnership does not oversee content; however, the Partnership, its projects, or projects of partners are frequently featured in the newsletter.

Program or Project-Specific Outreach: Events, Print and Online Materials

In addition to the above materials, the Partnership partners with other organizations on several regional programs, such as the Clean Vessel Act Grant Program. In some cases, these programs have several communication channels (including an app!) that may or may not be able to feature the Partnership's brand identity prominently.

Partner Materials: Events, Print and Online Materials

The Partnership's complex organizing structure offers a potential advantage to increasing the reach of Partnership communications. Estuary Blueprint priorities should already be present, either explicitly or implicitly, in the outreach materials of most partners. Where opportunities exist, these connections can be made more explicit. Multi-stakeholder successes can be shared through the communication channels of all involved partners, boosting the visibility of these achievements and increasing public awareness and support.

Existing Audiences: With whom are we trying to communicate?

The Partnership currently communicates key messages to a number of audiences. These audiences have different levels of familiarity with the Partnership and diversity exists within each audience. Primary audiences are invested in the success of the Estuary Blueprint and should champion either the Blueprint or the Partnership; secondary audiences are less invested but can have influence over either the Blueprint or the Partnership.

PRIMARY AUDIENCES

1. IC members

IC members make key decisions regarding Partnership activities and Estuary Blueprint content. Committee membership is intended to represent the diversity of stakeholders throughout the Estuary, and members bring a wide range of perspectives to the Partnership's work. Most IC members represent organizations that are implementing one or more actions in the Blueprint; therefore, IC members are or should be champions of the Partnership and of the Blueprint.

2. Non-IC Blueprint implementers

Although most implementing partners in the Estuary Blueprint are also on the IC, some of the newer partners are not on the IC. These partners may have less buy-in for Estuary Blueprint implementation, but are aligned with at least one area of Estuary recovery efforts. These partners likely communicate on at least one topic

area to their own audience, but may not be champions of the Estuary Blueprint or the Partnership.

3. **Project partners**

Project partners range from project leads, such as the California Division of Boating and Waterways, to small grant sub-recipients. These organizations likely represent a diverse range of perspectives, and in some cases may not be familiar with the Estuary Blueprint, but they are helping to advance implementation.

SECONDARY AUDIENCES

4. **Academic groups and research organizations**

Area universities and scientific research organizations focusing on estuarine and aquatic ecology, habitat and wetland restoration, and natural resource management have likely heard of the Partnership. These stakeholders may or may not be advancing implementation, but are typically interested in researching at least one of the priority issues addressed by the Blueprint. This audience doesn't have direct responsibility for championing the Estuary Blueprint but could be an influential outside voice in allocating funding or prioritizing actions.

5. **NEP Directors, ANEP, RAE, and U.S. EPA**

This group does not champion the Partnership or help implement the Blueprint, but does provide top-line national messaging consistent with all of the NEPs, for a unified message where needed.

6. **Conference attendees**

Conference attendees who are not part of other categories may be members of the interested public or professionals who have not directly connected with the Partnership outside of the State of the Estuary Conference or Bay-Delta Science Conference (also currently managed by the Partnership in conjunction with the Delta Stewardship Council).

Implementation

The Partnership works with a broad range of partners, each with its own communications strategies and key messages. These partners also communicate with many of the same audiences identified in this plan (both existing and new or potential). With the development of this strategic communication plan, the Partnership should be aligning shared messages as well as clearly communicating its own role within the region.

For implementation, a range of actions are suggested to meet the above goals, some of which will entail minimal effort, and others which will require more staff time and resources. However, due to the limited capacity of current funding, the draft plan emphasizes the importance of meeting these goals by strategically aligning internal messages and by supporting and building on the communications efforts of partners over investment into a new, independent effort.

For successful implementation, full support and ownership of the plan by IC members and Partnership staff will be essential. To that end, an early draft is being circulated to IC members and staff to encourage substantial input into the plan. A final draft will be presented for review and approval at the August IC meeting (see Timeline on p. 1).

New Messages

New top-line messages will be developed with partners through implementation of this plan, in response to changing political, environmental, and other conditions. Existing messages should be reviewed regularly for their continued relevance and alignment with other partners. For greatest effectiveness, all messages should be tailored specifically to each audience.

In addition to top-line messaging, IC members suggested that the Partnership work with regional partners to highlight specific topics from the Estuary Blueprint and the State of the Estuary Report throughout the year. The San Francisco Bay Joint Venture has taken the lead on developing regional communications and Partnership staff support and participate in this effort. Staff can support this effort by reaching out regularly to key partners to develop timely topic-specific messages to push out via all relevant channels.

Finally, the Partnership should develop or refine key messages about its strengths and core capacities, and communicate those consistently through all channels. Ideally, IC members and Partnership staff will identify strongly with these messages and will provide significant input.

New or Under-engaged Audiences

Through [review](#) of existing communications and interviews with staff and IC members, the following audiences have been identified as new or under-engaged by the Partnership. Improved or expanded communications to the primary audiences identified here can lead to the desired outcomes of this plan. Secondary audiences may be equally important as influencers but do not directly accomplish desired outcomes.

PRIMARY AUDIENCES

- **Legislators**

Staff and IC members agreed that elected officials could be made more aware of the work by the Partnership and its partners; this is also consistent with national NEP recommendations. Many partners already conduct outreach to local, state, and federal elected officials; the Partnership can amplify these efforts with aligned messaging and celebrate partner successes as well as highlight Blueprint priorities that would benefit from political pressure.

- **ABAG/MTC Staff**

With the merger, the Partnership has gained dozens of new colleagues with little to no familiarity with the organization. These colleagues offer opportunities for collaboration within the transportation planning sector, and an expansion of the scope of regional transportation planning efforts to date.

- **Businesses**

The Stakeholder Gaps Analysis by Michael Baker International identified businesses, particularly the tech industry, as a priority audience missing from the Partnership's outreach, and identified over [60 businesses](#) for inclusion in future communications.

SECONDARY AUDIENCES

- **Media**

IC members stressed the multiple benefits of establishing and maintaining relationships with journalists and media outlets. Traditional media is still one of the most effective ways to reach the general public and raise the visibility of priority actions for the Estuary. The number of journalists covering regional environmental issues has dwindled; therefore, successful media outreach requires an ongoing investment in the relationship with individual journalists and editorial boards.

- **ABAG/MTC audiences**

The merger of these two organizations offers an opportunity for an increased reach of key messages. A new blog, The Bay Link, has recently been launched as part of the new combined "Bay Area Metro" identity and has already featured Partnership programs and Estuary Blueprint success stories. MTC/ABAG now has a publicity department with several staff who have been receptive to collaborating with the Partnership on communications, and currently is hiring a social media position.

OTHER POTENTIAL NEW AUDIENCES

- Community-based organizations: many small, community-based organizations work on issues related to Estuary Blueprint priorities but are not familiar with the Partnership. While the individual capacity of these organizations may be low, they may have an interest in advancing Blueprint actions and can effectively disseminate key messages to their communities.
- Project or Program-specific audiences, such as city planners and managers.

New Communications Channels

The existing communications channels listed above should provide ample means of meeting the proposed goals, particularly if the reach of partners' channels are fully leveraged. One possible exception is in engagement of the new or under-engaged audiences identified above. The needs of these audiences should be examined in greater depth to determine the most effective messages and channels; a direct email strategy, for instance, may work best for several of these audiences.

Suggested Actions

The following list of actions is also categorized by goal and anticipated level of effort [here](#).

1. Conduct a survey of IC members and key partners to evaluate current communication of the Estuary Blueprint and the Partnership (underway).
2. Identify opportunities for inclusion of the Estuary Blueprint in partner materials.
3. Conduct regular outreach to Estuary Blueprint partners to request implementation success stories for inclusion in the Estuary Blueprint e-newsletter.
4. For all future projects and program updates, develop a communications strategy at the outset for any expected products or outcomes; write this strategy into future grant proposals where possible.
5. Identify current core messaging regarding the Partnership and the Blueprint and work closely with partners to strategically align them internally and throughout the region.
6. Conduct a survey of IC members and key partners to evaluate current communication of the Estuary Blueprint and the Partnership (underway).
7. Align key national messages: work with ANEP, EPA, and NEP directors to align SFEP's messaging with national messages. Prioritize these messages in communications with relevant audiences and tailor them to all audiences.
8. Align key regional messages: SFBayJV is leading regional communications development; work with SFBayJV and others to support and develop key regional messages.

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- a. Support SFBayJV efforts by attending regional communications meetings.
 - b. Propose a monthly conference call with interested regional partners to identify upcoming topics and timely messages.
 - 9. Align key organizational messages:
 - a. Review all communications channels and outreach materials for description of SFEP, its strengths and core capacities, and revise as needed for consistency.
 - b. Review results of IC members and partner survey for current status of Partnership and Blueprint promotion.
 - c. Identify opportunities for increased promotion of the Partnership and inclusion of the Estuary Blueprint in partner materials.
 - 10. Tailor key national, regional, and organizational messages to each existing and new audience
 - a. Assess new and existing audiences for needs and preferences regarding messaging and communications channels.
 - 11. Implement the following recommendations for all existing communications channels:
 - a. Website Recommendations:
 - i. Create a schedule for frequently updating the landing page; focus on internal links on the 3-panel updates section.
 - ii. Create a schedule for updating project pages; set a standard for amount of information on project pages with a timeline for completion.
 - iii. Use all communication channels to drive traffic to the website.
 - b. ESTUARY News Recommendations:
 - i. Since the newsletter is run independently, suggestions of changes to content or structure would not be appropriate.
 - ii. Partnership staff and ESTUARY News staff could collaborate more closely to coordinate content-sharing on social media.
 - c. Estuary Blueprint E-Newsletter Recommendations:
 - i. Regularly reach out to Estuary Blueprint partners to request relevant success stories for inclusion in the newsletter.
 - ii. Monitor newsletter response for declines in open and click rates; consider changes to “refresh” content and look if declines happen.
 - iii. Consider strategies for increasing subscribers, or if determined to be necessary, development of a separate newsletter or blog aimed at a broader audience.
 - d. Social Media Recommendations:
 - i. Establish a regular social media calendar with scheduled posts for all channels on a daily or weekly basis, depending on the channel.
 - ii. Coordinate social media calendar with partners, particularly around yearly events and in tandem with overall regional communications calendar.

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- iii. Explore collaboration with ABAG/MTC staff on social media, including regular contributions to the Bay Link blog.
 - e. State of the Estuary Conference Recommendations:
 - i. Continue past coordination with partners on a media strategy for the conference, including expanding coordination with ABAG/MTC publicity department.
 - f. Print Collateral Recommendations:
 - i. Regularly review existing and planned documents to evaluate alignment with key national, regional, and organizational messages.
 - ii. In forming communication strategy for new audiences, evaluate whether print collateral will be part of the strategy, and if so, whether these flyers use effective messaging for these new audiences.
 - g. Program- or Project-Specific Materials: Events, Print and Online Materials Recommendations
 - i. Evaluate these materials for alignment with national and regional messages, and incorporate consistent messaging regarding the Partnership into updates to materials.
 - ii. Ensure that the production of future materials includes a similar evaluation.
 - iii. For all future projects and program updates, develop a communications strategy at the outset for any expected products or outcomes; write this strategy into future grant proposals where possible.
 - h. Partner Materials: Events, Print and Online Materials Recommendations
 - i. Use survey results to evaluate opportunities to highlight the Estuary Blueprint, relevant topic areas, or the Partnership in partner materials
 - ii. Work through regional communications development to increase shared communication of multi-partner successes.
12. Tailored outreach to audiences unfamiliar with the Estuary Blueprint is needed:
- a. Consider development of an alternative newsletter or blog to reach new audiences.

Implementers

As mentioned earlier, Partnership staff, IC members, and key partners are all essential participants in implementation of this plan. As actions are prioritized and finalized, implementers will be identified for each action.

Evaluation

Implementation of this plan should include an evaluation process, to assess progress toward objectives and goals. Proposed evaluation methods include:

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1. A quarterly or biannual assessment of all Partnership communications channels for audience engagement and progress toward desired outcomes
 2. Monthly check-ins with Partnership staff.
 3. A yearly survey for Partnership staff, IC members, and key partners.

Estimated Level of Effort:

0-2 hrs/month

2-6 hrs/month

6-10 hrs/month

Draft Goal #1:
Work with partners to communicate key, aligned messages regarding estuarine health and priorities, work underway, and accomplishments that advance the goals of the Estuary Blueprint.

Work with SFBay/JV and others to support and develop key regional messages by attending regional communications meetings.

Assess new and existing audiences for needs and preferences regarding messaging and communications channels.

Hold a monthly conference call with interested regional partners to identify upcoming topics and timely messages.

Social Media:

Explore collaboration with ABAG/MTC staff on social media, including regular contributions to the Bay Link blog.

Coordinate social media calendar with other regional and national partners, particularly around yearly events and in tandem with overall regional communications calendar.

Estuary Blueprint E-Newsletter:

Conduct regular outreach to Estuary Blueprint partners to request implementation success stories for inclusion in the newsletter.

ESTUARY News:
Partnership staff and ESTUARY News staff could coordinate more closely on sharing content on social media.

New Audiences/New Channel:
If tailored outreach to audiences unfamiliar with the Estuary Blueprint is needed, consider development of an alternative newsletter or blog to reach new audiences.

Social Media:
Establish a regular social media calendar with scheduled posts for all channels on a daily or weekly basis, depending on the channel.

Print Collateral:
Review existing and planned documents on a regular basis to evaluate alignment with key national, regional, and organizational messages

Partner Materials:
Work through regional communications development to increase shared communication of multi-partner successes.

Estuary Blueprint E-Newsletter:
Consider strategies for increasing subscribers.

BOTH GOALS

Draft Goal #2:
Refine messaging about the Partnership as an organization, with a focus on clear and consistent messages about its core strengths and capacities and what it offers to partners and to the region.

Identify current core messaging regarding the Partnership and the Blueprint and work closely with partners to strategically align them internally and throughout the region.

Align key organizational messages: Review all communications channels and outreach materials for description of SFEP, its strengths and core capacities; and revise as needed for consistency.

Program- or Project-Specific Materials:

Evaluate these materials for alignment with national and regional messages, and incorporate consistent messaging regarding the Partnership into any updated materials.

For all future projects and program updates, develop a communications strategy at the outset for any expected products or outcomes; write this strategy into future grant proposals where possible.

Partner Materials: Use survey results to evaluate opportunities to highlight the Estuary Blueprint, relevant topic areas, or the Partnership in partner materials.

Website: Create a schedule for frequently updating the landing page and regularly updating project pages; set a standard for level of detail.

**Implementation:
Suggested Actions**

Road Map for 2018 IC Meetings

August 22, 9:30 am - 12:30 pm (San Francisco - 375 Beale Street)

Confirmed

- Communications Plan

Potential

- Resilient by Design
- Plan Bay Area: Futures Planning
- Action 2: Regional Wetland Monitoring Program
- Action 8: Grazing practices
- Action 10: Terrestrial Predator management
- Action 13: Sediment (Sedimatch, Novato Creek Dredged Sediment Beneficial Reuse Project, Army Corps Pilot Project, etc.)
- Action 15: BARC Resiliency Report
- Action 17: Regulatory Improvement (BRRIT? BCDC Fill policies?)
- Sustainable Streets - roadmap for funding

November 7, 9:30 am - 12:30 pm (Oakland - 1515 Clay Street OR Delta Location)

Confirmed

- 2019 Meeting Dates

Potential

- 2019 State of the Estuary Report
- Executive Council Discussion
- Action 9: Invasive Species