



DIRECTOR'S REPORT

November 5, 2025

PROGRAM HIGHLIGHTS

2025 State of the Estuary Conference Complete!

Between the dissemination of this Director's report and the November 5th Implementation Committee, the 2025 State of the Estuary Conference will have been held! I look forward to hearing from IC members who attended!

Palo Alto Project Construction Underway

Construction of the Palo Alto Horizontal Levee project continues, with the hope of completion of the major components within weeks!



Photo by Heidi Nutters

The Palo Alto project was featured in a recent ABAG blog:

[https://abag.ca.gov/news/first-its-kind-palo-altos-horizontal-levee-construction-](https://abag.ca.gov/news/first-its-kind-palo-altos-horizontal-levee-construction-begins)

[begins](https://abag.ca.gov/news/first-its-kind-palo-altos-horizontal-levee-construction-begins), as well as a KneeDeepTimes article:

<https://www.kneedeepetimes.org/repurposing-urban-lots-waterfronts/>.

Community and Elected Official Engagement along the Hayward Shoreline

Community engagement for the First Mile Horizontal Levee Project, the Hayward Area Shoreline Planning Agency (HASPA) Implementation Plan, and Hayward Nature-based Solutions Project has begun. The three projects have been bundled together under shared branding to prevent confusion, duplicative efforts, and general engagement fatigue of surrounding communities. Activities will include shoreline tours, Tribal consultations, pop-ups at community events, and two public workshops. The first workshop is scheduled on November 18, and the second will be scheduled in Spring 2026.

On October 3rd, Save the Bay, Hayward Area Shoreline Planning Agency, East Bay Dischargers Authority, East Bay Regional Park District, and Estuary Partnership hosted a tour of the Hayward Shoreline for elected officials. The tour was attended by about 20 elected officials and staff from all levels of government who toured the Oro Loma Horizontal Levee “living lab” and the site of the proposed First Mile Horizontal Levee. The tour was organized by Save the Bay under a US EPA Water Quality Improvement Grant managed by the Estuary Partnership



Jackie Zipkin, East Bay Dischargers Authority; David Lewis, Save the Bay; Graham Prentice, San Francisco Estuary Partnership, and Eric Heltzel and student, Teach Earth Action were among several speakers for the tour.

Transforming Shorelines Collaborative – Community Engagement

On Wednesday, October 1st, the Estuary Partnership hosted a Transforming Shorelines Collaborative focused on community engagement for nature-based shoreline solutions. Speakers at the meeting include Diana Fu from the Estuary Partnership and Cas Esteve from BayCAN. An expert panel was moderated by Graham Prentice from the Estuary Partnership and included Juliana Gonzalez (Watershed Project), Zoe Seigal (Greenbelt Alliance), and Cris Criollo (Multicultural Center of Marin). The in-person meeting had 30 attendees, from local government, community-based organizations, municipalities, and more! The discussions from this Collaborative will be compiled into a guide of best practices for community engagement at all phases of the adaptive management cycle for nature-based shoreline solutions.

Friends of the Estuary New Board Up and Running

The Friends of the Estuary new Board is in place with nine new Directors! In addition, a few of the previous Directors are staying on to help support the transition. The new Board jumped right in, elected its Officers, and ran the Environmental Awards process at the State of the Estuary Conference. I know you all will join me in welcoming the new Board members (bios attached).

Notice of Funding Opportunity for the 2025 Priority Conservation Area (PCA) Grant Program

Estuary Partnership staff, in coordination with MTC/ABAG and the State Coastal Conservancy, are issuing a call for proposals for the [Priority Conservation Area \(PCA\) Grant Program](#) on October 30. SFEP administers this grant program, which provides funding to cities, counties, park districts, utility districts, county transportation agencies, Tribes, non-profits and community-based organizations to acquire, restore or improve places designated as [Priority Conservation Areas](#).

MTC has provided \$8 million in local and federal funds for the current grant round of this program. Grants may range from \$200,000 to \$1 million. Additional information on project eligibility, scoring criteria, and grant application deadlines is available [here](#).

COMPLETED PROJECTS

Urban & Multibenefit Drought Relief Grant: Funding the Petaluma River Watershed Land Resilience Partnership

We are working with Daily Acts Organization staff to wrap up a \$5,000,000 Urban and Multibenefit Drought Relief Grant funded by the Department of Water Resources (DWR). The Daily Acts Organization received funding from DWR in 2022 to implement the Land Resilience Partnership (LRP) in the Petaluma River Watershed to address climate and drought impacts. The LRP implemented 60 projects in schools, parks, and residences that included the following project types- turf conversion, irrigation efficiencies, climate appropriate planting, rainwater catchment, greywater reuse systems and rain gardens. The project will save an estimated 4.1-acre feet per year of water and restore approximately 1.2 acres of habitat.



Photo credit: Sarina Consulter, Daily Acts

NEW FUNDING

The East Bay Crescent Sub-Regional Vulnerability Assessment and Shoreline Adaptation Planning Project - \$2.24 million (Ocean Protection Council)

The Estuary Partnership has been approved for funding from the Ocean Protection Council to Subregional Shoreline Adaptation Plans for approval by Bay Conservation and Development Commission for the Cities of Emeryville, Berkeley, and Albany. The Partnership will work in close partnership with the Cities, East Bay Regional Parks District, East Bay Municipal Utilities District, the Port of Oakland, the City of Oakland, the Bay Conservation and Development Commission, and others on this project.

IIJA Round 4 - \$910,600 (US EPA)

We received the fourth of five rounds of funding under the Infrastructure Investment and Jobs Act. Year 4 funds will support ongoing communications activities and will also advance development of adaptation technical assistance working with local governments, nonprofit organizations, communities and Tribes. In addition, the Year 4 funds will support the fourth year of the Estuary Youth Council.

National Estuary Program Base Funds - \$850,000 (US EPA)

We received our National Estuary Program base funds that support ongoing Estuary Blueprint implementation and tracking, communications, partner development, and strategic planning.

Novato Baylands - \$10,000 (NBWA)

This grant from the North Bay Watershed Association will supplement IIJA Year 2 funds for the Novato Creek Baylands Strategy. Specifically, these funds will be used to integrate information to support the future development of mitigation credit agreements in the Novato Creek Baylands.

COMMUNICATIONS

WRMP Fall Newsletter Released

The Wetlands Regional Monitoring Program released its [Fall 2025 Newsletter](#). The newsletter provides an update on the WRMP field data collection effort and the recent kickoff of the first-ever Estuary-wide LiDAR data collection effort, and highlights the [SF Estuary Wetlands Profile Tool](#). The newsletter also covers the new [Wetlands, Water Quality, and PCBs StoryMap](#), which was developed to address the WRMP People and Wetlands Workgroup's priority of understanding the distribution of contamination and environmental quality in the wetlands around the San Francisco Bay. The StoryMap was developed by Sofia Bibbo, our CSU COAST Intern who joined the WRMP team for the summer.

SR37 Article in Bay Nature

The complexity of the planning for the future of State Route 37 was covered in a [recent article in Bay Nature](#), featuring quotes from many IC member entities and SFEP staff.

PROGRAM MANAGEMENT

SFEP Passes 5-Year Program Evaluation

The Estuary Partnership's 5-year program evaluation is complete, with the U.S. EPA finding that the partnership continues to make significant progress in implementing its Comprehensive Conservation and Management Plan (the Estuary Blueprint) and will continue to receive support from the EPA. The Evaluation letter (attached) highlighted the Partnership's strengths in several areas, including advancing innovative approaches, serving as a leader in the regional conservation landscape, and our ability to diversify funding sources and leverage funding.

Thank you to all the IC members who supported staff during the evaluation process. It was great to have some of you join us for the site visits as well!

NEP Reauthorization

Legislation to reauthorize the National Estuary Program was introduced in the House by Representative Shomari (D-AL) and Ranking Member Larsen, and Representatives Mast, Haridopolos, Bonamici, and LaLota. The "Enhancing Science, Treatment, and

Upkeep of America’s Resilient and Important Estuarine Systems Act” or ESTUARIES Act would ensure continued federal support for estuaries by reauthorizing the National Estuary Program for an additional five years with the currently authorized funding amounts. The bill was reported out of the Transportation and Infrastructure Committee in a 57-2 recorded vote in September. Next step is for the bill to be considered by the full House.

IC CHANGES

Delta Stewardship Council



It is with mixed emotions that I share the news that Amanda Bohl is stepping down as the Vice Chair of the IC as she departs from the Delta Stewardship Council. Since 2020, Amanda has served three consecutive terms in this role, guiding the Partnership through a global pandemic, an Estuary Blueprint update, and many other pivotal moments.

While we will miss her leadership on the IC, I am thrilled to announce that Amanda will continue her work in the Delta as the new Executive Director of the Delta Protection Commission. Please join me in congratulating her on this exciting new chapter!

Friends of the San Francisco Estuary

2025 BOARD MEMBERS

Incoming Board

Jennifer Adams (she/her)



A Bay Area native and graduate of UC Santa Cruz with a degree in Ecology and Evolutionary Biology, Jennifer is deeply committed to equity, environmental stewardship, and community-led change at every level of her work. Jennifer brings over nine years of experience in the nonprofit sector, with a strong background in environmental justice, project management, leadership, mentorship, and community-centered advocacy. Her work focuses on the intersection of climate resilience, sea level rise, groundwater rise, and the risk of contaminant remobilization in vulnerable communities. Jennifer brings expertise in engaging diverse and historically underrepresented communities through outdoor education, leadership development, and culturally relevant environmental programming. She is passionate about equipping frontline communities with the tools, knowledge, and support needed to participate meaningfully in environmental decision-making and policy development.

Beck Barger (she/they)



With a background in Anthropology and progressive experience in education and advocacy, Beck brings a diverse set of skills from a social science perspective. Through their support of public engagement and social science integration at the Delta Stewardship Council, as well as their time as a fisherman and duck hunter in the Bay Area, they have developed a deep understanding of the complex social, economic, political, and regulatory workings of the Bay-Delta region.

Josh Bradt (he/him)



Josh Bradt is the Program Coordinator for the Bay Area Regional Collaborative (BARC), a consortium of regional (and regionally active) governmental agencies. BARC's primary role is to help these agencies collaborate and coordinate on regional issues of overlapping interest. Since 2021 the focus has been on climate adaptation and resilience planning and technical assistance. Prior to joining BARC, Josh was a project manager at the San Francisco Estuary Partnership focused on advancing green stormwater infrastructure and resilient shorelines. He began his career in watershed management and creek

restoration working with non-profit organizations (Urban Creeks Council and the East Bay Conservation Corps) and local/county public works (Contra Costa Countywide Clean Water Program and City of Berkeley). Josh is the director of the California Urban Streams Partnership (CUSP), a non-profit network of creek restoration advocates that also works on local projects and programs in the SF Bay Area.

Nate Kauffman (he/him)



Nate Kauffman is a Climate Adaptation Planner from the Bay Area. His work focuses on applying ecological planning, design and engineering approaches for sustainable development and climate resilience. His path is an odd one: from hitting nails on construction sites all over the country; to a masters in landscape architecture; a stint in tech as a VP using augmented reality for climate change awareness; and writing a doctoral dissertation about the industrial ecology of excavated soil. Nate's

2015 Live Edge Adaptation Project (LEAP) foregrounded a bold vision for the future of the Bayshore. With over a decade of teaching experience at MIT and UC Berkeley, he served as Director of UCB's Sustainable Environmental Design program before joining HDR Inc to lead their Northern California Coastal Resilience Practice. Nate believes in the visionaries,

poets, and youth most of all – and strives to elevate and empower them to lead us to climate resilience.

Hannah Kempf (she/her)



Hannah is an Environmental Scientist at the State Water Resources Control Board. She works in the Ocean Standards Unit within the Division of Water Quality, and is lead staff for the Ocean Acidification Amendment to the California Ocean Plan. Before joining the State Water Board, Hannah spent a year at the San Francisco Estuary Partnership as a CA Sea Grant Fellow, and worked closely with the Wetlands Regional Monitoring (WRMP) team. She graduated from UC Davis in 2024, earning a Ph.D. in Earth and Planetary Sciences. Her dissertation focused on how culturally and economically important shellfish respond to climate change stressors, including ocean acidification. She also used geochemical tools to investigate if shells can accurately record past environmental conditions. In her free time she enjoys walking her dog, ceramics, baking sourdough, hiking, and reading novels.

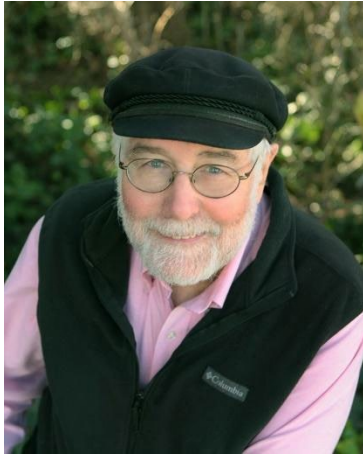
Rachael Klopfenstein (she/they)



Rachael (she/they) is an interdisciplinary environmental scientist with a history of working with government agencies, academia, and youth. Building from their deep love of California and the natural environment, Rachael pursued a B.S. in Environmental Science and Management from UC Davis and M.S. in Marine Resource Management from Oregon State University. While in school she worked as an outdoor educator in northern California and high school marine science event coordinator in Oregon. Since 2017, Rachael has worked for the State of California on invasive species management and social and ecological issues facing the Sacramento-San Joaquin Delta (Delta). As a manager in the Delta Stewardship Council's Delta Science Program, Rachael currently leads a team of environmental scientists supporting collaborative science and peer review for government science in the Delta. Outside of work, they enjoy

playing soccer (poorly), adventuring outdoors, and spending time with their lovely community of friends and family in Sacramento.

Norman LaForce (he/him)



Norman grew up in a suburb of Chicago and ultimately went to law school at Georgetown. He clerked for a federal judge in Los Angeles and went into private practice in the San Francisco Bay Area in 1982. His legal practice funded pro-bono and volunteer work for the Sierra Club starting in 1993. He led the successful campaign to create the McLaughlin Eastshore Park among other parks and open space campaigns. As counsel for the Sierra Club, he was one of the attorneys who won the successful CEQA suit that saved Point Molate in Richmond as a regional park. Most recently he commissioned a restoration concept for the Golden Gate

Fields racetrack in Albany. The goal would be to restore it to its original state as a wetland and marsh, and to transform it into a resilient shoreline to buffer the city of Albany from sea level rise. Norman looks forward to working with the other board members on protecting and improving the Bay, its wetlands, and its coastal upland prairie.

Kamille Lang (she/they)



Kamille Lang (she/they) is the Director of Outreach and Education at Climate Resilient Communities, an environmental justice nonprofit that empowers community voices to implement equitable climate solutions for unity, resilience, and justice. Kamille grew up making memories in the redwoods, tidepools and oak woodlands. She was inspired to pursue a career educating her community about the planet and the unique natural resources that are threatened by the rapid changes in our climate. She is currently pursuing an MBA and MPA at the University of Redlands in San Anselmo, California.

Prior to this role, Kamille led youth climate action programs through San Mateo County's Office of Sustainability.

Carl Wilcox (he/him)



Policy Advisor to the Director for the Delta (2012-2020), responsible for water planning and policy formulation and implementation related to the Delta and its tributaries. Previously a Bay-Delta Region Regional Manager (2011-2012) and Chief of Water Branch (2005-2011), he led the Department's participation in the development of the Bay Delta Conservation Plan and subsequent conveyance proposals. He also led the implementation of the CALFED Bay-Delta Ecosystem Restoration Program and associated grant programs. Carl also served as policy lead for Interagency

Ecological Program and was responsible for Department participation in issues related to water management and fishery conservation in the Central Valley including the Bay Delta Water Quality Control Plan update. Carl directed development of the Franks Tract Futures Project. As Central Coast Region Habitat Conservation Manager (1995-2005), he directed DFW participation in the development of the Baylands Ecosystem Goals Report, acquisition and restoration of the South Bay Salt Ponds in the early 2000's, development of the East Contra Costa Natural Communities Conservation Plan, and the Santa Rosa Plain Vernal Pool Conservation Strategy. Carl has a B.S. in Biological Conservation from California State University Sacramento, and a M.S. in Biology from New Mexico Highlands University.



OFFICE OF WETLANDS, OCEANS AND WATERSHEDS

WASHINGTON, D.C. 20460

September 25, 2025

Ms. Caitlin Sweeney, Director
San Francisco Estuary Partnership
375 Beale Street, Suite 700
San Francisco, California 94105

Dear Ms. Sweeney,

Thank you to the San Francisco Estuary Partnership staff and your many partners for contributing to a successful 2025 Program Evaluation process. We recognize that everyone involved put considerable effort into both the PE package and the responses to our follow-up questions. We also appreciate your facilitation of the PE team's site visit enabling the team to meet your staff and visit projects and people in your study area. Below, you will find the results of the Environmental Protection Agency's 2025 PE for the review period from July 1, 2019, to September 30, 2024.

The PE team has concluded that SFEP continues to make significant progress in implementing its Comprehensive Conservation and Management Plan and has rated the SFEP as *proficient* in the 2025 PE. The SFEP will continue to receive support from the EPA.

I would like to note that your evaluation benefited from the voluntary participation of Mr. Robert Pirani, Director of the New York-New Jersey Harbor and Estuary Program who served in an ex-officio capacity on the PE team. Mr. Pirani's participation provided the PE team members with an invaluable individual National Estuary Program perspective. Mr. Pirani also shared information about the New York-New Jersey Harbor and Estuary Program that may be useful for your program and took several lessons learned back to his organization.

The primary purpose of the EPA overall PE process is to help the EPA determine whether each of the 28 programs included in the National Estuary Program, authorized under Section 320 of the Clean Water Act, is making adequate progress in implementing their CCMP. Additionally, the PE process helps the EPA document progress made in the areas highlighted in the previous review, recognize strengths from the individual NEP and identify areas for improvement to assist the individual NEP in becoming a stronger program and achieving environmental results. The evaluation process has considerably enhanced the EPA headquarters and regional knowledge of each individual NEP and promoted the sharing of innovative projects and approaches across all 28 local NEPs. In addition, the EPA uses the evaluation process to assess how the local NEPs support the Clean Water Act programs and to demonstrate the extent of the local NEPs' contributions to the EPA's Powering the Great

American Comeback Initiative, Pillar 1: Clean Air, Land and Water for Every American and Pillar 3: Permitting Reform, Cooperative Federalism and Cross-Agency Partnership.

The PE process uses a two-category determination of *proficient* or *progressing*. *Proficient* means an individual NEP adequately meets programmatic and environmental results. A *progressing* determination means the individual NEP is missing elements or underperforming according to the updated 2025 Program Evaluation Guidance criteria. A *progressing* determination will prompt a timeline to address those missing elements or opportunities for improvement before the next PE cycle. This determination is informed by the entire PE package (a narrative submission from the individual NEP, NEPORT data, annual work plans, and the EPA-required annual end-of-year reports), on-site visits, and through discussions with the individual NEP.

2025 Program Evaluation Findings

The following summary highlights the PE team's key findings by identifying the SFEP's: (I) progress made in the areas highlighted in the 2020 PE, (II) strengths and (III) opportunities for improvement. This summary is intended to recognize the program's successes and recommend efforts to further strengthen the program. The SFEP's response to these recommendations will be evaluated in the next PE scheduled for 2030.

I. Progress Made in the Areas Highlighted in the 2020 Program Evaluation Review

The 2020 PE identified that SFEP needed to conduct a separate vulnerability assessment of CCMP actions. SFEP successfully completed and published this assessment in 2022.¹ It is noteworthy that SFEP integrated the vulnerability assessment of the CCMP actions into the CCMP. This approach has served as a model for other local NEP CCMP updates.

The 2020 PE also suggested that SFEP clarify governance and operational processes with the Association of Bay Area Governments and the Metropolitan Transportation Commission due to the consolidation of ABAG and MTC in 2017. SFEP has made progress in integrating with ABAG/MTC as demonstrated by 1) the incorporation of environment and sustainability into the ABAG/MTC mission in their first strategic plan; 2) ABAG/MTC staff engaging in the update to the CCMP resulting in ABAG/MTC leading several tasks within the CCMP; 3) and SFEP's involvement in the update to the Regional Transportation Plan. SFEP recognizes that a Memorandum of Understanding with ABAG/MTC would help to clarify governance and roles as a program within the MTC structure that could provide stability for the long term. A MOU was not pursued during this PE cycle because ABAG/MTC was undergoing an internal reorganization and was focused on strategic planning.

¹San Francisco Estuary Blueprint Climate Vulnerability Assessment. <https://www.sfestuary.org/wp-content/uploads/2022/04/San-Francisco-Estuary-Blueprint-2022-Climate-Vulnerability-Assessment.pdf>

II. Strengths

Healthy Ecosystems and Clean Waters

Innovative Approaches

SFEP has provided the necessary leadership in the region to advance innovative approaches to meet their Clean Water Act goals. Notably, SFEP has been the champion for horizontal treatment levees which are a relatively new and innovative approach to enhance wastewater treatment while also utilizing nature-based solutions to support habitat and flood management. This approach provides an added layer of nutrient reduction and can provide valuable habitat in a developed or space-limited shoreline. SFEP has led by finding funding and advancing the region's designs for these projects. SFEP has supported different stages of at least four horizontal levee projects this PE cycle: First Mile, Palo Alto, Oro Loma, and the Hayward horizontal levees. SFEP has also been providing workgroup support with permitting agencies of these projects to ensure that the complex permitting hurdles are resolved.

NEP Administration and Governance Structure

Regional Leadership

SFEP has proven itself as a leader in the regional conservation landscape. For example, they are the lead entity for the Integrated Regional Water Management Program, a state bond funded grant program that implements water management solutions on a regional scale. During this PE cycle, SFEP processed \$32 million in IRWM grant funding to support water quality and reliability projects, showcasing SFEP's expertise in administering complex funding programs.

SFEP also leads in adaptation planning by providing regional capacity building and technical assistance to advance nature-based shoreline adaptation projects through the Transforming Urban Waters Initiative and by supporting the Regional Shoreline Adaptation Plan and other related efforts at the regional, sub-regional, and local scales. Integration of SFEP within MTC has provided unique opportunities for SFEP to be a leader in increasing resilience to recurring extreme weather in the region. Much of the San Francisco Bay shoreline is ringed by transportation infrastructure. SFEP is helping ensure investments in these assets are resilient and a wise use of taxpayer money through their participation in the Regional Advanced Mitigation Planning Program and Resilient SR-37 Program. SFEP has also played a key role in providing administrative support for the San Francisco Bay Restoration Authority which was established as part of the voter approved parcel tax to fund restoration projects. SFEP has helped review and score proposals for projects using the parcel tax funds as well as manage funded projects. SFEP staff serve as the lead for the Citizens Oversight Committee, provide support to the Advisory Committee and the Governing Board, and serve as the Treasurer of the Authority. To date the Restoration Authority has authorized over \$138 million in funding and restored or enhanced almost 3,000 acres.

SFEP also serves as a convener for a diverse group of stakeholders and practitioners. By hosting the State of the Estuary Conference, they help foster collaboration and information sharing that directly contributes to implementation of the CCMP goals.

Grant Obligations and Finance

One strength that carried over from the last PE cycle but is still worth mentioning is SFEP's ability to diversify funding sources and leverage funding. As demonstrated in the paragraphs above, SFEP is sought after in the region for environmental grant program management and administration, which expands the reach of SFEP's impact on estuarine health beyond NEP programming alone. SFEP staff also regularly propose and develop grant-funded projects, leveraging competitive grants from a variety of sources. SFEP's average primary leveraging ratio during this PE cycle was \$38.5 to every \$1 of EPA funds.

III. Opportunities for Improvement

NEP Administration and Governance Structure

Expanding Technical Assistance

Per the CCMP Adaptation Action (Action 3) of SFEP's Estuary Blueprint, SFEP intends to create an ongoing technical assistance program recognizing the need to provide sustained support for underfunded local governments and other partners. There is need for regional approaches to the development of plans and projects to combat flooding and other hazards, in large part because California Senate Bill 272, which was signed in 2015, requires subregional shoreline adaptation plans along the San Francisco Bay. SFEP has developed a low touch to high touch approach to help SFEP strategically scale the TA program, and will continue to adapt the services they can provide to partners as they assess the level of demand.

In response to the requirements set forth by SB 272, SFEP identified that expanding TA is needed to support cities in meeting the plan submittal deadline. SFEP will work closely with EPA and the cities they are trying to serve to make sure the growth of the program meets needs while continuing implementation of the CCMP. SFEP is working with local municipalities requesting assistance to ensure the primary goals of these adaptation plans align with SFEP CCMP goals and actions and SFEP core strengths. SFEP is also working collaboratively with the Bay Conservation and Development Commission, the entity approving the shoreline adaption plans, to determine how SFEP can best support municipalities in plan development. Lastly, SFEP is working towards identifying and securing consistent funding for staffing the TA program. SFEP used IJA funds to provide seed funding to help build up the TA program, accelerating implementation of the CCMP Adaptation Action 3, but the last year of IJA funds is fiscal year 2026. SFEP plans to build support for the program into other grant and loan applications like for the EPA's state revolving fund NEP set-aside.

To ensure the durability of this work going forward the review team suggests that SFEP work internally and with partners to undertake a strengths, weaknesses, opportunities, and threats analysis or similar assessment to ensure that its low-to-high touch approach is feasible. SFEP should also frame its potentially limited capacity to prospective partners while they continue to identify consistent funding sources that can be used to support an ongoing SFEP TA program. The review team suggests SFEP work with its partners to advance ways and means of ensuring that municipal plans advance multiple benefits reflecting SFEP CCMP goals, actions and core priorities to the extent possible such as

restoration, water quality, and public access goals. This could include addressing how meeting these goals are treated in the evaluation of adaptation plans.

Clarifying Roles with the Host Entity

Since the consolidation of ABAG and MTC in 2017, SFEP has been adjusting to a new governance structure within the larger organization. SFEP recognizes that developing an MOU with ABAG/MTC will be helpful in clarifying SFEP's role in ABAG/MTC's governance structure, especially due to the likelihood of future turnover which can result in a loss of institutional knowledge of the relationship SFEP has developed with ABAG/MTC. The review team understands an MOU was not pursued during this PE cycle due to the focus on an internal reorganization and strategic planning efforts. The review team advises SFEP move forward with engaging ABAG/MTC to develop an MOU, or similar mechanism, and be specific in the objective of the MOU.

Thank you again for participating in the PE process. We welcome any thoughts or suggestions you may have regarding the evaluation process itself or the EPA's involvement in implementing the SFEP's CCMP. If you have any questions or comments, please contact me at 202-564-3169 or via email at barger.cindy@epa.gov, or Sara Schwartz at 202-566-0528, or via email at schwartz.sara@epa.gov.

Sincerely,



Cindy Barger

Branch Chief, Partnership Programs Branch

cc: Brian Frazer, U.S. EPA, Director, Office of Wetlands, Oceans and Watersheds
Stacey Jensen, U.S. EPA, Director, Oceans, Wetlands and Communities Division
Tomas Torres, U.S. EPA Region 9 Water Division Director
Ellen Blake, U.S. EPA Region 9 Associate Water Division Director
Keith Lichten, San Francisco Bay Water Quality Control Board, Implementation Committee Chair
Andrew Fremier, Metropolitan Transportation Commission, Executive Director