



**Joint Meeting of the Boards  
Aquatic Science Center and San Francisco Estuary Institute**

**To Be Held**

**July 12, 2012**

**Time: 9:00 a.m. - 10:00 a.m. (SFEI Closed Session)**

**Time: 10:00 a.m. - 4:00 p.m. (Workshop, Joint Business, SFEI and ASC Business)**

**San Francisco Estuary Institute  
4911 Central Avenue Richmond, CA 94804  
First Floor Conference Room**

**AGENDA**

**San Francisco Estuary Institute Business Meeting**

<b>1.</b>	<b>Closed Session:</b> Executive Director Performance Review	9:00 Jim Fiedler
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**Joint Board Workshop**

<b>1.</b>	<b>Quick Process Review:</b> Governance Committee work to date; themes from board interviews; outcomes for today <b>Desired Outcome:</b> Everyone up to speed; clarity on process; agreement on desired outcomes	10:00 Leyna Bernstein
<b>2.</b>	<b>Powerful Governance:</b> Review best practices in nonprofit governance; introduction to 3 levels of governance; discussion of board performance goals in context of strategic plan (Attachments 1, 2) <b>Desired Outcome:</b> All board members share common language and framework for thinking about their work; begin dialogue about board performance; agree on action items for continuing conversation	10:30 Leyna Bernstein
<b>3.</b>	<b>Board Structure and Composition</b> (Attachments 3, 4) <b>Desired Outcome:</b> Review and refine/agree upon structure and composition for merged board	11:30 Leyna Bernstein
<b>4.</b>	<b>WORKING LUNCH</b>	12:00

	<b>Board Member Requirements and Accountabilities:</b> Consensus Exercise (Attachment 5) <b>Desired Outcome:</b> Agreement on criteria for board membership and actions and activities required of all board members	Leyna Bernstein
5.	<b>Governance Committee</b> (Attachment 6) <b>Desired Action:</b> Approve Charter for Governance Committee; identify next steps	1:30 Leyna Bernstein
6.	<b>Review, Plus/Delta and Action Items</b> <b>Desired Outcome:</b> Determine next steps for Governance Committee, board members, Leyna Bernstein	1:45 Leyna Bernstein

#### Joint Business

1.	<b>Call to Order</b> <b>Review and Approval of Agenda</b> <b>Introductions</b>	2:00 Dave Williams Jim Fiedler
2.	<b>Public Comments</b>	2:05
3.	<b>Action:</b> March 1, 2012, Meeting Minutes and follow-up Actions – Approval (Attachments 7a, 7b) <b>Desired Outcome:</b> Approval of March 1, 2012 Meeting Minutes and follow-up Actions	2:10 Dave Williams Jim Fiedler
4.	<b>Information and Discussion:</b> 360 Review Outcomes and Next Steps	2:15 Dave Tucker Roy Nonomura
5.	<b>Information and Discussion:</b> ED Report and Quarterly News Highlights (Attachments 8, 9)	2:45 Rainer Hoenicke
6.	<b>Thank-You to Outgoing Board Members</b> Alexis Strauss, Trish Mulvey	3:00 Dave Williams Jim Fiedler
7.	<b>Proposed Agenda Items for September 13 Meeting</b> <ul style="list-style-type: none"> <li>• Welcome to New Board Members</li> <li>• Implementation Plan Overview, Board Roles</li> <li>• Tribal Initiative</li> </ul>	3:15 Group
8.	<b>Adjourn Joint Meeting and Call ASC Meeting to Order</b>	3:20 Dave Williams Jim Fiedler

### Aquatic Science Center Business Meeting

<b>ASC</b> <b>1.</b>	<b>Action:</b> Resolution 02-12 and Program Plan Update (Attachments 10a, 10b, 10c) <b>Desired Outcome:</b> Approval of Resolution 02-12 and Program Plan Update	3:20 Rainer Hoenicke
<b>ASC</b> <b>2.</b>	<b>Adjourn and call SFEI Meeting to Order</b>	3:30 Dave Williams Jim Fiedler

### San Francisco Estuary Institute Business Meeting

<b>SFEI</b> <b>1.</b>	<b>Action:</b> Board Terms (Attachment 11) Terms expired for Trish Mulvey, Barbara Salzman, Phil Stevens, and Dave Tucker in June 2012 <b>Desired Outcome:</b> Renew Board Terms as Applicable	3:30 Jim Fiedler
<b>SFEI</b> <b>2.</b>	<b>Information:</b> Fiscal and Administration Committee Report (Attachment 12)	3:40 Dave Tucker Rainer Hoenicke
<b>SFEI</b> <b>3.</b>	<b>Suggestions for Meeting Improvements</b>	4:00 Jim Fiedler

**Adjourn**

4:05

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**Attachment 1**

**Powerful Governance:**  
**Building and Sustaining an Effective Nonprofit Board**

Leyna Bernstein Consulting

# Trends in Nonprofit Governance

- Greater scrutiny and focus on financial management, ethics
- California Nonprofit Integrity Act
- I.R.S Changes to form 990
- Wide availability of 990's online (Guidestar)

# Trends in Nonprofit Governance

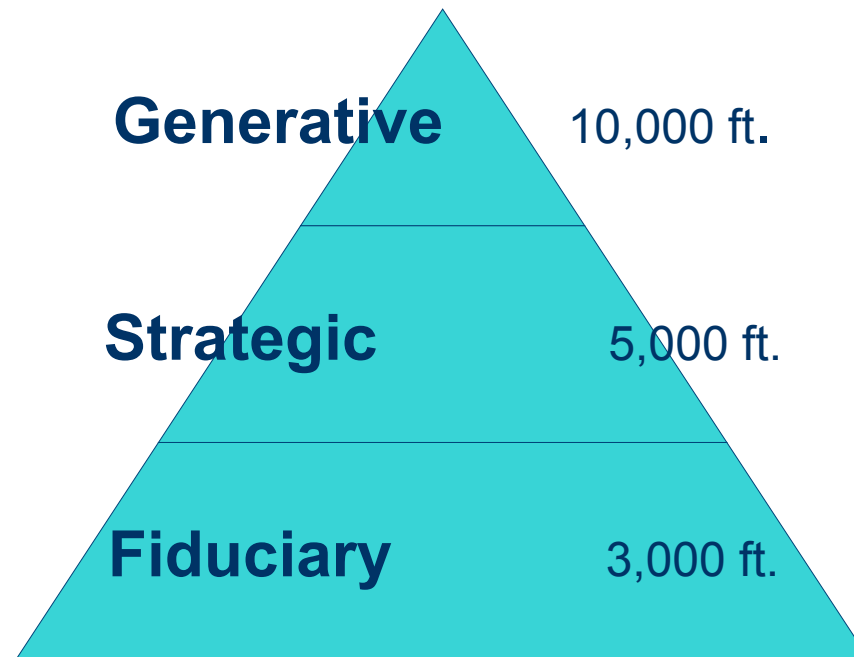
- Generation Shift
  - Model of board member engagement evolving
  - Increased focus on performance
  - Staff and board transitions

# Trends in Nonprofit Governance

- Shrinking institutional funding
- Pace of change
- Greater focus on board fundraising
- Need for new income streams
- Emphasis on strategy and flexibility



# The Three Levels of Governance



## Board as Governing Body: Fiduciary

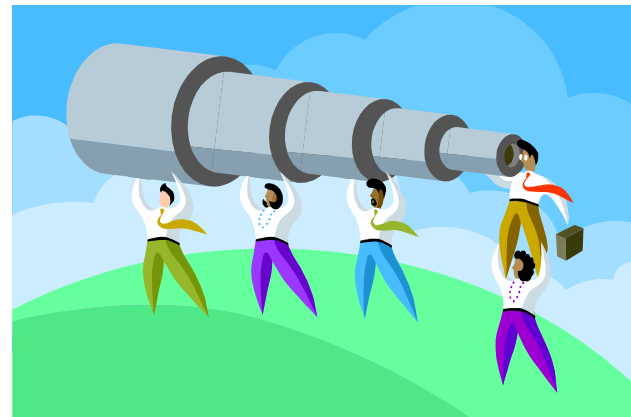
- Safeguard the mission.
- Approve annual budget.
- Monitor financial management and performance.
- Assure compliance with applicable laws, regulations
- Evaluate board performance.
- Set policy for the organization.
- Set ethical tone for the organization.
- Define and promote organizational vision and values.

## Board as Governing Body: Strategic

- Set, monitor and evaluate strategic priorities.
- Approve and assess operating plans.
- Determine the organization's economic logic model.
- Benchmark against competition.
- Monitor trends and environmental shifts.
- Hire, direct and evaluate the Executive Director.

## Board as Governing Body: Generative

- Question assumptions.
- Notice cues & clues.
- Reframe issues.
- Make sense of the past.
- Spend time “storming”,  
not just norming.



## Board Members as Leadership Volunteers

- Function as key supporters of mission and priorities.
- Serve in diversity of roles.
- Report to the Executive Director/senior staff.
- Chair/participate in committees.
- Give personally and assist in resource dev.
- Open doors and recruit allies.
- Actively participate in meetings and events.

# Legal Duties of Board Members

## Duty of Care

- Act as a prudent person
- Be prepared for meetings and show up.
- Participate in discussions and make independent decisions.
- Assess risk.
- Ensure effective use of resources.



# Legal Duties of Board Members

## Duty of Loyalty

- Disclose personal conflicts of interest or personal gain.
- Disclose information relevant to decision-making or oversight role.
- No special benefits.
- No disclosure of confidential information about organization to others.
- Speak with one voice outside the board room.



# Legal Duties of Board Members

## Duty of Obedience/Obligation

- Know and comply with local, state, and federal laws.
- Actions consistent with mission.
- Compliance with all reporting rules.
- Proper use of all documents governing the organization.
- Address problems by taking action.
- Insist on disclosures required by law.

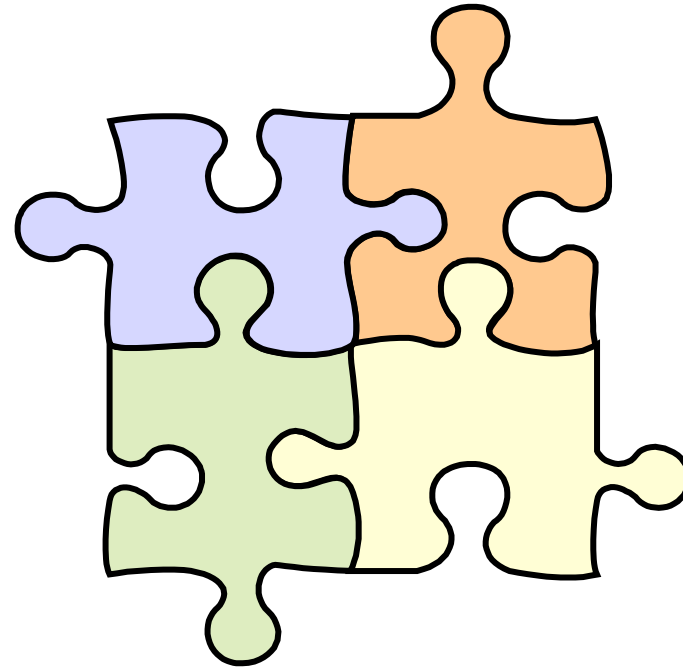




# Board Performance Enablers

## Board Structure

- By-laws
- Committees/Task Forces
- Officers
- Advisory Boards
- Frequency of Meetings



# Board Performance Enablers

## Board Meetings

- Agenda development
- No show & tell
- Focus on strategic plan
- Time at generative level
- Encourage dissent
- Equal participation



# Board Performance Enablers

## Ongoing Board Development

- Fun and passion
- Targeted recruitment
- Board training
- Inspired and committed board & committee leaders
- Performance focus
- Culture of accountability



## Board of Directors, SFEI/ASC

In 2017, as you look back at years of work to achieve the goals of the strategic plan, how will you answer this question?

“We could not have achieved the goals of our plan if the board had not \_\_\_\_\_”

## Governance Resources

- *The Dynamic Board*, McKinsey & Company
- *Governance as Leadership: Rethinking the Role of the Nonprofit Board*, Wiley
- *BoardWorks: 3 Hours to Better Governance*, CompassPoint Nonprofit Services

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## Attachment 2

### Overview of the SFEI-ASC Strategic Implementation Plan

The Implementation Plan (IP) is intended to turn the Strategic Plan into action. The IP is the result of intensive collaboration among the Management Team and leading staff of SFEI. Developing the IP has provided abundant new reasons and ways for staff to work together. We are excited and grateful for the opportunity to help plan the SFEI-ASC future.

The IP consists of ten Strategic Elements:

1. An additional strategic goal with objectives about funding;
2. Description of the SFEI-ASC niche;
3. Organizational chart that reflects the Strategic Plan;
4. Internal Science Forum to help direct our scientific and technological work;
5. Internal Business Forum to guide our daily business practices;
6. Continuing work;
7. Strategic Initiatives to better realize the SFEI-ASC vision;
8. SMART Actions and related Performance Metrics to achieve the Initiatives;
9. Identification of key partnerships to enhance our capacity and to help assure our effectiveness; and
10. Guiding Frameworks to help us stay on-budget, and on-time, and on-target.

As described in the IP, SFEI has four Programs: Environmental Data and Information Technology (EDIT), Clean Water, Resilient Landscapes, and Operations. These Programs integrate across our continuing work and our new initiatives with more internal and external advice and review to efficiently achieve the SFEI-ASC vision. Each Program has 3-6 Focus Areas that are the building blocks of the Programs.

Based on continuing discussions among the Program Directors and Focus Area Leaders, 12 Strategic Initiatives have been defined. We are formulating the SMART Actions

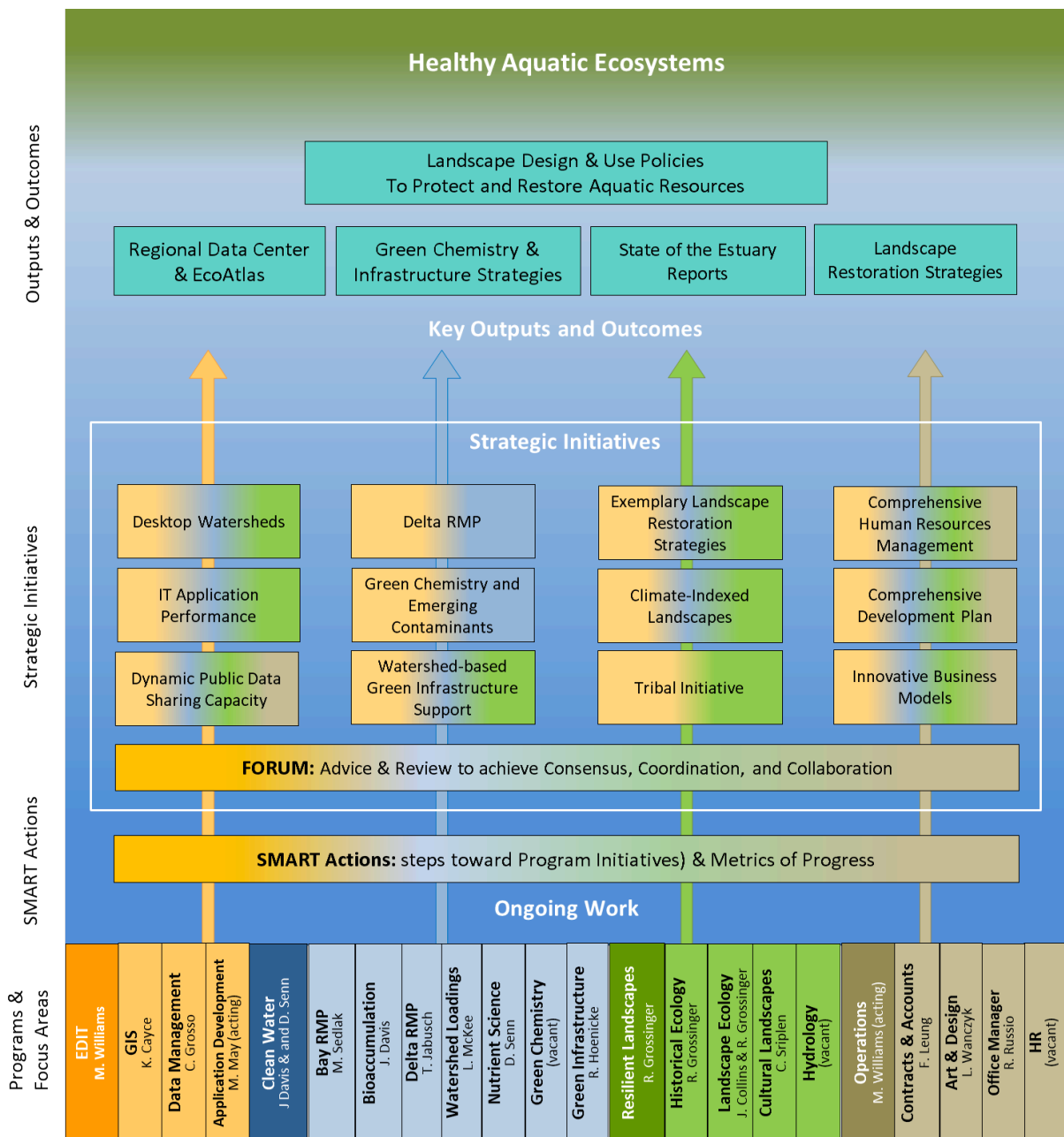
needed to implement these Initiatives, estimates of costs to achieve each Action, plus performance metrics to track progress. Some of these Initiatives are ongoing, and others are new. They vary in staffing and funding needs. The accompanying figure from the IP identifies the Programs, Focus Areas, Strategic Initiatives, and their expected outcomes relative to the SFEI-ASC vision of healthy aquatic ecosystems.

We have begun to identify key gaps in capacity that are explained in a separate addendum to the IP. We hope the IP and its accompanying gap analysis will enable the Board to identify appropriate ways to help implement the Strategic Plan.



### Strategic Initiatives

The diagram below illustrates the relationships among the Programs, Focus Areas, Strategic Initiatives, and the intended outputs and outcomes contributing to healthy aquatic ecosystems. The Initiatives extend and build on existing work. They are color-coded for the Programs they involve, indicating the necessary inter-program collaborations. Forum is an Institute-wide Initiative to achieve the consensus, coordination, and collaboration among stakeholders required to correctly define aquatic resource problems and to affect enduring solutions.



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Attachment 3

# Aquatic Science Center SF Estuary Institute

Board Member Interviews

May and June 2012

# From the Strategic Plan:

“...to unlock the diverse skills and talents of our board members and to fill any gaps...We propose to invest time and resources on board governance.”

# Board Merger and Development 2012

- ▶ Ad-hoc Governance Committee formed to oversee board unification process
- ▶ Leyna Bernstein Consulting hired to support work of Governance Committee and facilitate governance effectiveness for newly merged board
- ▶ Board members interviewed in advance of governance workshop at July board meeting

ASC-SFEI Board Interviews

# Board Composition

# Board Composition: Delta Representation

- ▶ Strong agreement on need to have Delta region representation on board
- ▶ Lack of clarity about specific Delta constituencies to be represented

# Board Composition: Scientists

- ▶ Strong agreement on importance of scientists on the board
- ▶ Science seats help the board fulfill its legal duties of care and fiduciary oversight by helping it establish policy about outside science review
- ▶ “The board must be able to answer the question: How do we know?”



# Board Composition: New Stakeholders

- ▶ Appreciation for the diversity of viewpoints and organizations already represented on the board
- ▶ Support for including local government members from city and county agencies
- ▶ Interest in having state-wide and national environmental organization representatives
- ▶ “Wish” for business to be represented but concern about ability to recruit

ASC-SFEI Board Interviews

# Board Effectiveness

# Board Effectiveness: Job Description

- ▶ Advocate for one's point of view
- ▶ Be an ambassador for ASC-SFEI outside of board meetings: Open doors, identify resources
- ▶ Show up and be attentive at meetings (no phones/screens)
- ▶ Come to board meetings prepared; do homework in advance

# Board Effectiveness: Desired Characteristics

- ▶ Enthusiasm for the mission
- ▶ Good grasp of science and technical issues
- ▶ Ability to vision and think strategically
- ▶ Predilection for inquiry
- ▶ Problem solving skills
- ▶ Collaborative and collegial

# Board Effectiveness: Board Performance

- ▶ Not just watchdogs, but leaders for the organization
- ▶ Surface unresolved issues
- ▶ Review mission and strategies on a regular basis: revise the strategic plan periodically
- ▶ Support the staff with training, mentoring

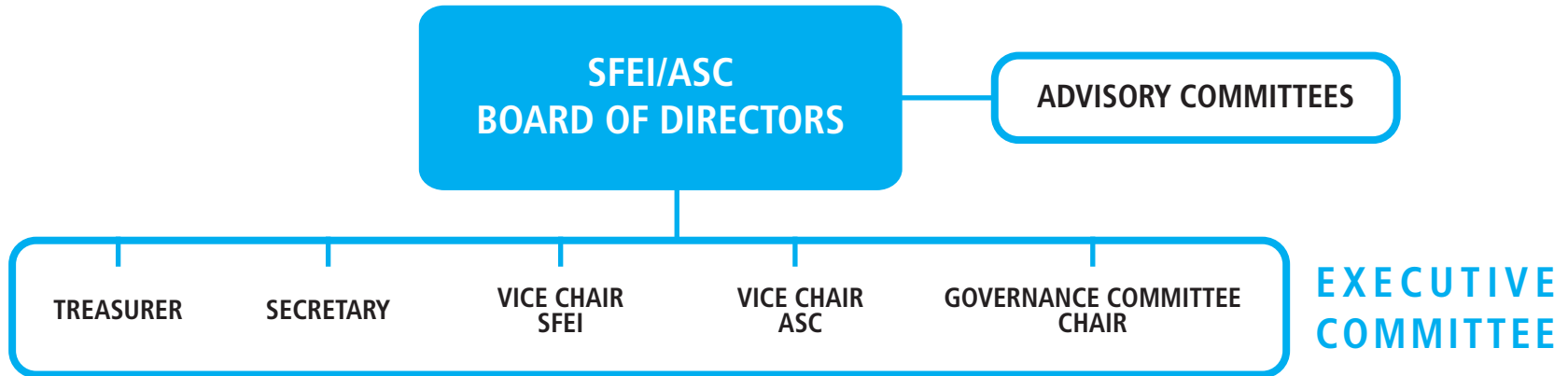
# Board Effectiveness: Board Performance

- ▶ Help facilitate partnerships between agencies
- ▶ Improve our recruitment process
- ▶ Ensure all vested interests have a seat at the table
- ▶ Move the organization to a position of financial sustainability over time

**SAN FRANCISCO ESTUARY INSTITUTE  
and AQUATIC SCIENCE CENTER**



Q2 2012 • Attachment 4



- Directors representing:
- Science Community
  - Dischargers
  - Regulators
  - Other Governmental Entities
  - Environmental Interests
  - Business Interests
  - At Large

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**Attachment 5**

**Sample  
Board of Directors Job Description**

**About SFEI-ASC**

We are at the unique interface between environmental science and decision-making, deriving our role and purpose from the Comprehensive Conservation and Management Plan for the San Francisco Estuary, including the Delta. Since 1994, we have helped define environmental problems, advanced public debate about them through sound science, and supported consensus-based solutions that improve environmental planning, management, and policy development. We provide impartial scientific interpretations and neither take sides on environmental issues nor have any political or financial interest in the outcomes of research and monitoring data.

**About the Board**

The Board is a leadership cadre of influential decision-makers, scientist, and community members throughout the Delta and Bay Area working with staff to inform science-based pathways toward improved health of aquatic ecosystems. The Board is ultimately responsible for SFEI's and ASC's achievement of their strategic goals, and for both organizations' integrity and financial well-being. Collectively, the boards hold SFEI and ASC in trust for its stakeholders, and ensure the institutions' resources are used wisely in pursuit of their joint mission.

The Boards are focused on accountability and results, and are committed to adding tangible value to the organization in line with their strategic priorities. Directors are expected to share expertise, networks and resources to help achieve our mission to provide scientific support and tools for decision-making and communication through collaborative efforts, and to promote the organization's work.

**Collective Board Responsibilities**

- Set the strategic priorities for the organization
- Set policy for the organization

- Engage in generative thinking: Collectively consider challenges, trends, and probe assumptions, in relation to the organization's strategies
- Hire, direct and evaluate the Executive Director
- Authorize expenditures and income through an annual budget
- Fulfill the Board's fiduciary responsibilities through ongoing fiscal oversight
- Assure organizational compliance with applicable laws and regulations
- Evaluate the performance of the Board as a whole, relative to stated responsibilities

### **Individual Board Member Responsibilities**

- Devote priority time and energy to the work of SFEI and ASC
- Develop an annual work plan/commitment plan in support of the organizations' goals. Plans will include a mixture of activities and may vary by Board Member. Components may include Outreach and Development goals:
  - Introduce SFEI and ASC to personal and professional network of contacts to build support for the organization
  - Identify, cultivate and steward a portfolio of new supporters, advocates and funders, possibly helping to attract new board members
  - Cultivate existing supporters to deepen their relationship
  - Participate in updating and implementing the organizations' business plans and funding models
  - Make a personally meaningful annual gift to SFEI, which should be one of the top nonprofits to which each Board Member contributes
- Meetings and Committees
  - Attend quarterly Board of Directors meetings
  - Participate actively in the work of at least one Board committee
- Serve as an advocate and ambassador for SFEI and ASC in the community
- Maintain a high degree of familiarity with mission-related issues, concerns and trends

## **XYZ Agency BOARD OF DIRECTORS RESPONSIBILITIES**

The Board of Directors is empowered by the state to govern the XYZ Agency as a nonprofit public benefit corporation on behalf of the people of California. In execution of this authority, the board holds the following responsibilities, which are divided between those held by each individual member of the board, and the shared responsibilities of the board as a whole. The tenure of each director shall be three years. No member shall serve for longer than two consecutive terms. A required one year off must be taken before returning to the board.

### **Individual Responsibilities**

1. Prepare for and attend monthly Board meetings. Meetings are held the fourth Monday of each month from 3:00 PM – 5:00 PM.
2. Participate on at least one committee, task force, or special project.
3. Participate in the solicitation of donations by corporations, foundations and individuals.
4. Make a financial contribution to the maximum capacity of each individual board member. The XYZ Agency should be one of the top non-profits to which each Board Member contributes.
5. Attend the annual Board Retreat.
6. Attend Board/Staff functions.
7. Attend special events sponsored by or on behalf of XYZ Agency
8. Serve as an advocate and ambassador for the organization in the community.
9. Maintain a high degree of familiarity with the issues, concerns and trends in the field.

### **Shared Responsibilities**

1. Fulfill the organization's mission by defining and promoting the organization's values and goals.
2. Set policy for the organization.
3. Hire, direct and evaluate the Executive Director.
4. Authorize expenditures and income through an annual budget.
5. Set the strategic priorities for the organization.
6. Fulfill the Board's fiduciary responsibilities through ongoing fiscal monitoring and oversight.
7. Assure XYZ Agency compliance with applicable laws and regulations.
8. Evaluate the performance of the Board as a whole as well as yourself individually, relative to this Responsibilities Statement.

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## **Attachment 6**

### **Standing Governance Committee Description**

SFEI's current by-laws call for a nominations committee:

*The Board shall maintain a nominating committee which will solicit nominations and review credentials as needed prior to recommending new members to the Board. The Board may seek and appoint new members at any time as needed to replace members who vacate their seat for any reason or to increase the expertise or experience of the Board, so long as the total number of voting Directors does not exceed fifteen (15). In appointing new members, the Board shall ensure that a balance of interests in use and protection of the Estuary is maintained within its membership and that expertise in science and management is present.*

Recommendation: Expand the duties of the nominating committee and call it the Governance Committee

### **Draft Governance Committee Description**

The goal of the Governance Committee is an effective, well-functioning, motivated Board that attracts Directors who can best advance the mission of San Francisco Estuary Institute and the Aquatic Science Center.

The Governance Committee should consist of not less than three members; its function is to assess the needs and performance and structure of the Board and its committees, to recruit and propose individuals to serve as Directors and officers and committee members, to evaluate current and prospective Directors, and to provide orientation and training for Directors to maximize the Board's effectiveness.

The Governance Committee develops and implements an annual board recruitment plan, solicits nominations and reviews credentials prior to recommending new members to the Board. The Governance Committee ensures that newly elected board members are welcomed and receive new board member information packets at the first board meeting of each calendar year.

The Governance Committee develops and revises the Board Member job description, and descriptions for Board Officers, Board Committees and Committee Chairs. The Committee ensures that the board evaluates its own performance annually, and that individual board members are engaged and participating actively in the affairs of the board.

The Governance Committee maintains/updates the board manual and Board By-Laws. The Committee is advisory to the full Board and the Executive Committee, the Chair of the Board and the Executive Director.

**Attachment 7a**

**Joint Meeting of the Boards  
Aquatic Science Center and San Francisco Estuary Institute  
March 1, 2012  
9:30 a.m.-2:00 p.m.  
Meeting Minutes**

**Members Present:**

Jim Fiedler  
Dave Williams  
Trish Mulvey  
Adam Olivieri  
Barbara Salzman  
Karen Schwinn  
Laura Pagano  
Bruce Wolfe  
Dyan Whyte  
Amy Chastain  
Phil Stevens  
Vicky Whitney  
Kirsten Struve

**Others Present:**

Rainer Hoenicke  
Meredith Williams  
Josh Collins  
Stephanie Seto

**Joint Meeting**

**1. Call to Order and Approval of Agendas**

The meeting was called to order by Mr. Fiedler, SFEI Board Chair and Mr. Williams, Aquatic Science Center Board Chair, at 9:35 a.m. All were in favor of the approval of agenda for the joint meeting portion of the day.

## **2. Public Comments**

None.

## **3. Action: December 7, 2011 Meeting Minutes and follow-up Actions – Approval**

Ms. Schwinn requested that her name be added to the list of members present as she attended the meeting, but her name was left off the list. Mr. Wolfe made a motion to approve the December 7, 2011, meeting minutes. The motion was seconded by Ms. Salzman and passed unanimously.

## **4. Information and Discussion: ED Report and Quarterly News Highlights**

There was discussion regarding Ms. Griffin's departure and that Ms. Williams had accepted the role of Interim Deputy Director. The Board also requested that Dr. Hoenicke define the Interim Deputy Director role as well as length of the position. Dr. Hoenicke noted that there were more projects funded under Aquatic Science Center than SFEI. He also let the Board know of his short-term, intermediate, and long-term solutions to fix the causes related to not meeting Program Plan budget projections.

### Short-Term:

- Look at staff who are relatively unbillable, increase the percent time on cost reimbursable projects, and increase staff's time who are "not-so-billable";
- Reduce discretionary expenses, and get 2012 back in the positive;
- Accelerate filling vacancies with positions that are highly billable; and
- Suspend filling a few budgeted positions as well as others that are not very billable.

### Intermediate-Term:

- Figure out what multiplier formula should be used to generate sufficient revenue to gradually lead to an as of yet to be determined reserve;
- Re-negotiate Aquatic Science Center multiplier;
- Evaluate how much space in the building that can be sublet; and
- Change project mix and budgeting approaches



#### Long-Term:

- Develop and implement a new business plan that reflects potential solutions to challenges associated with being seen by many stakeholders as a not-for-profit consulting company. Dr. Hoenicke addressed the need to adjust the new business plan to achieve the objectives and goals stated in the Strategic Plan.
- Move SFEI back from the for-profit contractor model and engage in a more focused conversation around fundraising as a potential source of revenue. This will require SFEI to be very clear on its Mission – What it is as an Organization.
- Need a different way of looking at financial numbers. There needs to be a different way of planning and accounting for “internally funded initiatives” and from discretionary income starting now and for the coming years.
- In the past, non-billable hours have been tracked in a way that has been complex and very difficult to analyze. Dr. Hoenicke has been working on creating more discrete bins that are less ambiguous and can be analyzed more effectively.

#### **5. Information and Discussion: Implementation Plan Update and SMART Actions**

With the completion of the Strategic Plan, Dr. Hoenicke presented an outline of implementing the strategy- 2010 Looking Inward: Professional Aspirations (shared values, internal team recognition, career planning, succession planning); 2011 Looking Outward: Joint Strategic Plan (defining the future, strategic priorities to shorten the distance); 2012 Implementation Plan: Taking Action (taking responsibility, getting organized, strategic initiatives, GAP analyses, SMART outputs for 2012-2014); and Implementation for Products and Services (expand role as convener of Regional Forums, expand capacity, diversity sources of funding).

#### **6. Action: Joint Governance Committee Report**

Dr. Hoenicke briefly reviewed the meeting summary from the February 9, 2011, meeting. He made a suggestion that the June Board Meeting be dedicated to a workshop dedicated to governance issues and revisions to the board structure and board member responsibilities. Dr. Hoenicke also asked the Board to endorse the draft Governance Committee Charter in concept and delegate to the *ad hoc* Governance Committee any final wording changes to be distributed to the Board. Ms. Mulvey made a motion to endorse the draft Charter in concept. The motion was seconded by Mr. Wolfe and passed unanimously.

## **7. Action: Program Plan and Budget Amendments**

Dr. Hoenicke reviewed the Q2 Program Plan and Budget amendments. The Program Plan Update contained five new projects that came online through SFEI, and one new project through the Aquatic Science Center, since the 2012 Program Plan was approved by the Board in December 2011. Dr. Hoenicke and the Finance Team revised the budget for Board approval. Board Members agreed that there was no need to revise or adopt a new budget and that they would rather see the approved budget compared to actual expenditures and revenues, as well as projected expenditures and revenues as new projects come online and work flow adjustments are made. It was suggested that any deviations be documented in footnotes. This suggestion would be placed on the upcoming Fiscal & Admin Committee Agenda and brought back to the full Boards for further discussion at the June meeting. Mr. Wolfe made a motion to approve the Aquatic Science Center Program Plan and Budget amendments. The motion was seconded by Ms. Struve and passed unanimously. Mr. Stevens made a motion to approve the SFEI Program Plan and Budget amendments. The motion was seconded by Ms. Salzman and passed unanimously.

## **8. Proposed Agenda Items for June 14 Meeting**

- Hold a workshop to focus primarily on the Governance issue and set the stage for filling slots- attracting new members and maintaining current members
- Dr. Hoenicke's evaluation
- Progress on correcting structural financial imbalances (includes discussion of progress on Multiplier)
- Aquatic Science Center participation on Fiscal & Admin Committee

## **9. Adjourn Joint Meeting and call Aquatic Science Center Meeting to Order**

### **Aquatic Science Center Business Meeting**

#### **1. Discussion: Filling Vacant Treasurer Position**

Ms. Whitney nominated Mr. Polhemus for the position of Treasurer. She will speak with him and Dr. Hoenicke will follow-up with a phone call during the week of March 5<sup>th</sup>. The Fiscal & Admin Committee will recommend an approach to the full Boards at the June 14<sup>th</sup> Board meeting.

## 2. Adjourn and call SFEI Meeting to Order

### **San Francisco Estuary Institute Business Meeting**

#### **1. Action: Board Terms**

Terms expired for Dr. Callaway and Mr. Olivieri in June 2011. The Board agreed to renew terms for both members, each for a 3-year term. Ms. Salzman made a motion to renew terms. The motion was seconded by Ms. Mulvey and passed unanimously.

#### **2. Information: Fiscal & Admin Update**

Dr. Hoenicke summarized the financial diagnostics, meeting outcomes, and actions items from the February 16<sup>th</sup> conference call. There was discussion regarding the proposed steps toward recovery from a \$230,000 deficit.

#### **3. Information: ED 360 Review Update**

Dr. Hoenicke mentioned that the 360 review was a tool used for development and to identify strengths and weaknesses and tracking professional development outcomes. This will allow him to create a professional development plan for the coming year. Dr. Hoenicke also noted that Mr. Nonomura would analyze the results once all surveys had been submitted (mid-March deadline). Dr. Hoenicke recognized the urgency to fill out a self-assessment. A summary report will be distributed to all survey respondents. Dr. Hoenicke will work with the Fiscal and Administration Committee to prepare all necessary items the Board will consider in his performance assessment in June (which is independent from the current 360 process).

#### **4. Adjourn**

The meeting was adjourned at 12:30 p.m.

#### **Next Joint Board Meeting**

**June 14, 2012**

**9:30 a.m.-2:00 p.m.**

**San Francisco Estuary Institute**

**First Floor Conference Room**

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**Attachment 7b**  
 Updated 6/25/12

Action Item	Who?	When?	Status or Date Completed
1. Email Administrative Services Agreement to Governance Committee (w/specific areas highlighted by Rainer) Include updates to Admin Services agreement (they were not sent 3/1)	Rainer Hoenicke Stephanie Seto	March 2 Allow time for Rainer's highlights	Done March 5
2. Add Karen Schwinn to December meeting minutes	Stephanie Seto	March 2	Done March 2
3. Mail handouts and e-versions to Board members who missed the meeting	Stephanie Seto	March 5	Done March 20
4. Correct "elected" date for Bruce Wolfe on Board Terms roster	Stephanie Seto	March 9	Done March 7
5. Rainer to begin self-assessment	Rainer Hoenicke	Week of March 5	In progress
6. Add the following items for next F&A meeting: <ul style="list-style-type: none"> <li>• Discuss F&amp;A role in completing Rainer's review for June meeting</li> <li>• New format of the budget and dashboard</li> <li>• Accelerate determining a multiplier (high priority) and incorporating in ASC agreement</li> <li>• Discuss status of recommended approach to filling vacant ASC Treasurer position</li> </ul>	Rainer Hoenicke F&A Committee	For next F&A Meeting March 15	On 3/15 F&A Agenda

<p>6. Add the following items for next F&amp;A meeting:</p> <ul style="list-style-type: none"> <li>• Discuss F&amp;A role in completing Rainer’s review for June meeting</li> <li>• New format of the budget and dashboard</li> <li>• Accelerate determining a multiplier (high priority) and incorporating in ASC</li> </ul>	<p>Rainer Hoenicke F&amp;A Committee</p>	<p>For next F&amp;A Meeting March 15</p>	<p>On 3/15 F&amp;A Agenda</p>
<p>8. The request for a description of the leadership team "experiment" and what success looks like</p>	<p>Rainer Hoenicke Leadership Team</p>	<p>To be scheduled</p>	<p>In progress</p>
<p>9. The position description, timeline, and milestones for the Interim Deputy Director</p>	<p>Rainer Hoenicke</p>	<p>For next F&amp;A Meeting March 15</p>	<p>Done March 15</p>
<p>10. Provide a response to the suggestion(s) that we need project plans for "internally funded" initiatives</p>	<p>Rainer Hoenicke</p>	<p>by April 15</p>	<p>In progress</p>
<p>11. Provide and distribute the 2011 table for “client satisfaction” (On time? On budget? SFEI again?). And for any products that went over budget, please include the \$ amount we “funded internally”</p>	<p>Lawrence Leung</p>	<p>For next F&amp;A Meeting March 15</p>	<p>Done March 15</p>

Proposed Agenda Items for July 12 Joint Board Meeting:

1. Rainer’s performance review and action plan
2. Fundraising (includes discussion of progress on Multiplier)
3. Governance issue- set the stage for filling slots (attracting new and maintaining old)
4. ASC participation on F&A Committee



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July 12, 2012

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## A. Introduction

Our “back-to-black” strategy is bearing fruit. The higher multiplier approved in two special board meetings in May has contributed already to higher revenue on some of our projects. We developed a standardized project scoping protocol for all program areas that includes realistic time allocation, as feasible, within each project task for client interactions, communication, and trouble-shooting. Four of the past five months showed revenue surpluses as a result of dedicating more staff time to billable projects. However, given the intense level of billable field work beyond a 40-hour work week, and time spent on weekends, nights, and evenings to put the Implementation Plan together, review staff performance, respond to requests for proposals, and other key unbillable tasks, this pace will not be sustainable. Meredith and I are working on planning unbillable tasks over the rest of this year and into next year in a responsible manner. Project Managers are forecasting remaining project commitments and workflow for this year to obtain as precise of an estimate as possible of revenue and expenses with the tools at hand. The surplus generated in the first five months of 2012 of approximately \$180,000 is large enough that

we currently have a comfortable margin. We are working on a forecast for the remainder of the year to estimate the surplus level under the least favorable assumptions.

We are experiencing the greatest staff transitions since the founding of SFEI. This is primarily due to four reasons, two of which were by design: 1) Junior staff are leaving to enter graduate programs. 2) As part of our emerging performance management system, we are re-assigning staff and revising duty statements and expectations (see new organizational chart in the draft Implementation Plan). 3) Staff decided to move out of the region due to changed family circumstances or the high cost of living in the Bay Area. 4) Other places of employment offer greater career development potential. We are backfilling vacancies at a rapid pace - one new hire joined us in May, another starts in September, and we're interviewing and recruiting for other positions (see Section D. Staffing Updates for details).

**Table 1 2011 and 2012 Comparisons**

2012 Budget, Actual, and Projected

	2012 Budget	Total Actuals thru June	Total Projected	Difference Over / (Under)
Labor Revenue	\$5,254,812	\$2,526,264	\$6,063,034.51	\$808,223
Other Direct Cost Rev	\$2,215,000	\$972,195	\$2,333,268.10	\$188,268
Other Revenue	\$8,500	\$167,016	\$400,838.59	\$392,339
Total Revenue	\$7,478,312	\$3,665,476	\$8,797,141	\$1,318,829
Less:				
Other Direct Cost Exp	\$2,215,000	\$1,119,281	\$2,686,273.87	\$471,274
Admin Expense	\$774,428	\$280,957	\$674,296.15	<b>(\$100,132)</b>
IT Expense	\$82,022	\$22,649	\$54,357.22	<b>(\$27,665)</b>
Labor Expense	\$4,396,841	\$2,086,036	\$5,006,485.58	\$609,645
Total Expenses	\$7,468,291	\$3,508,922	\$8,421,413	\$953,122
Surplus/(Deficit)	\$10,021	\$156,553	\$375,728	\$365,707

2011 Budget versus Actual

	2011 Budget	Total Actuals for the Year	Difference Over / (Under)
Labor Revenue	\$5,206,459	\$4,692,072	<b>(\$514,387)</b>
Other Direct Cost Rev	\$2,119,530	\$1,993,092	<b>(\$126,438)</b>
Other Revenue	\$8,500	\$14,806	\$6,306
Total Revenue	\$7,334,489	\$6,699,970	<b>(\$634,519)</b>
Less:			
Other Direct Cost Exp	\$2,119,530	\$2,001,267	<b>(\$118,263)</b>
Admin Expense	\$799,000	\$781,372	<b>(\$17,628)</b>
IT Expense	\$149,250	\$66,451	<b>(\$82,799)</b>
Labor Expense	\$4,152,144	\$4,079,738	<b>(\$72,406)</b>
Total Expenses	\$7,219,924	\$6,928,828	<b>(\$291,096)</b>
Surplus/(Deficit)	\$114,565	<b>(\$228,858)</b>	<b>(\$343,423)</b>





**Table 2 Dashboard - Financial and Operational Effectiveness thru June 2012**

Ln	Metric (\$000)	Definition	Actuals												Projections			Notes/Corrective Action
			Trend (May)	2012 Budget	Jan	Feb	Mar	Apr	May	Status	* Jun Target	Jun	Perf YTD	Jul	Aug	Sep		
A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	
<b>Income</b>																		
1A	Monthly billed labor revenue	Revenue generated by SFEI staff. Currently includes interns or staff associated with fiscal agency projects. Starting in July, target will be adjusted to remove all non-benefitted staff.	↑	\$439	\$395	\$371	\$491	\$431	\$445	●	\$409	\$392	\$427 avg	\$409	\$409	\$409		
1B	YTD Actual Cumulative Labor Revenue	Cumulative based on Line 1A			\$395	\$766	\$1,258	\$1,689	\$2,134		\$2,543	\$2,526	Same	\$2,952	\$3,361	\$3,770		
1C	YTD Budgeted Labor Revenue	Expected revenue based on approved Dec 2011 budget. \$439k per month.	↑	\$5,263	\$439	\$877	\$1,316	\$1,754	\$2,193		\$2,632	\$2,632	Same	\$3,070	\$3,509	\$3,947		
1D	YTD Act. / Budgeted Labor Revenue	Rough estimate of our performance to budget			90.1%	87.3%	95.6%	96.3%	97.3%		95.3%	96.0%	Same	96.2%	95.8%	95.5%		
2	Unrestricted Cash	Cash in the bank minus reserved/prepaid cash. Excludes funds for projects paid up front and funds earmarked for subcontracts.	↑		\$155	\$210	\$242	\$281	\$394	●	\$465	\$344	Same	\$268	\$272	\$276		
3	Net Cash	Cash in the bank minus current SFEI liabilities. Line 2 less deferred salary and non-project related accounts payable (i.e., payments to labs and subcontractors are not included).			(\$86)	\$58	\$37	\$233	\$345	●	\$416	\$295	Same	\$299	\$303	\$307		
4	YTD surplus/(deficit)	Cumulative surplus (deficit) based on Line 5	↑	\$10	\$22	\$20	\$110	\$161	\$232	●	\$237	\$157	Same	\$161	\$165	\$169	Payout for retroactive salary increases \$60k. This was largely covered by \$50K accrual for salary increases starting in February.	
5	Monthly surplus/(deficit)		↑	\$0.8	\$22	(\$2)	\$90	\$51	\$71	●	\$4	(\$76)	\$46 avg	\$4	\$4	\$4		
6	**Actual Hours Billed Monthly	Hours billed by all employees on payroll. Starting in July, target will be adjusted to remove all non-benefitted staff - interns or staff associated with fiscal agency projects.	↔		4,933	4,616	5,857	5,316	4,991	●	4573**	4,469	5,143 avg	4,738	4,738	4,738	Hits: More consistent majority of staff meeting targets. CEDEN data management push. Misses: Several staff leaves (family, sick, etc.). Start of vacation season. Recruiting and hiring.	
7	**Actual billable ratio	Aggregate ratio of actual hours billed to actual work hours for all staff. Vacation, sick, and leave time not included. Starting in July, target will be adjusted to remove all non-benefitted staff.	↑		68.0%	65.2%	75.0%	71.1%	70.4%	●	67.4%**	65.7%	68.8% avg	68.6%	68.6%	68.6%		

\*Monthly targets are not December 2011 Board-approved goals, but are realistic goals adjusted every month as requested by the Admin Fiscal Committee.

\*\*Starting in June, target has been reduced to remove all pass-through staff (i.e. 100% billable staff like interns)



Figure 1 a & b Monthly Billable Percentage and Hours

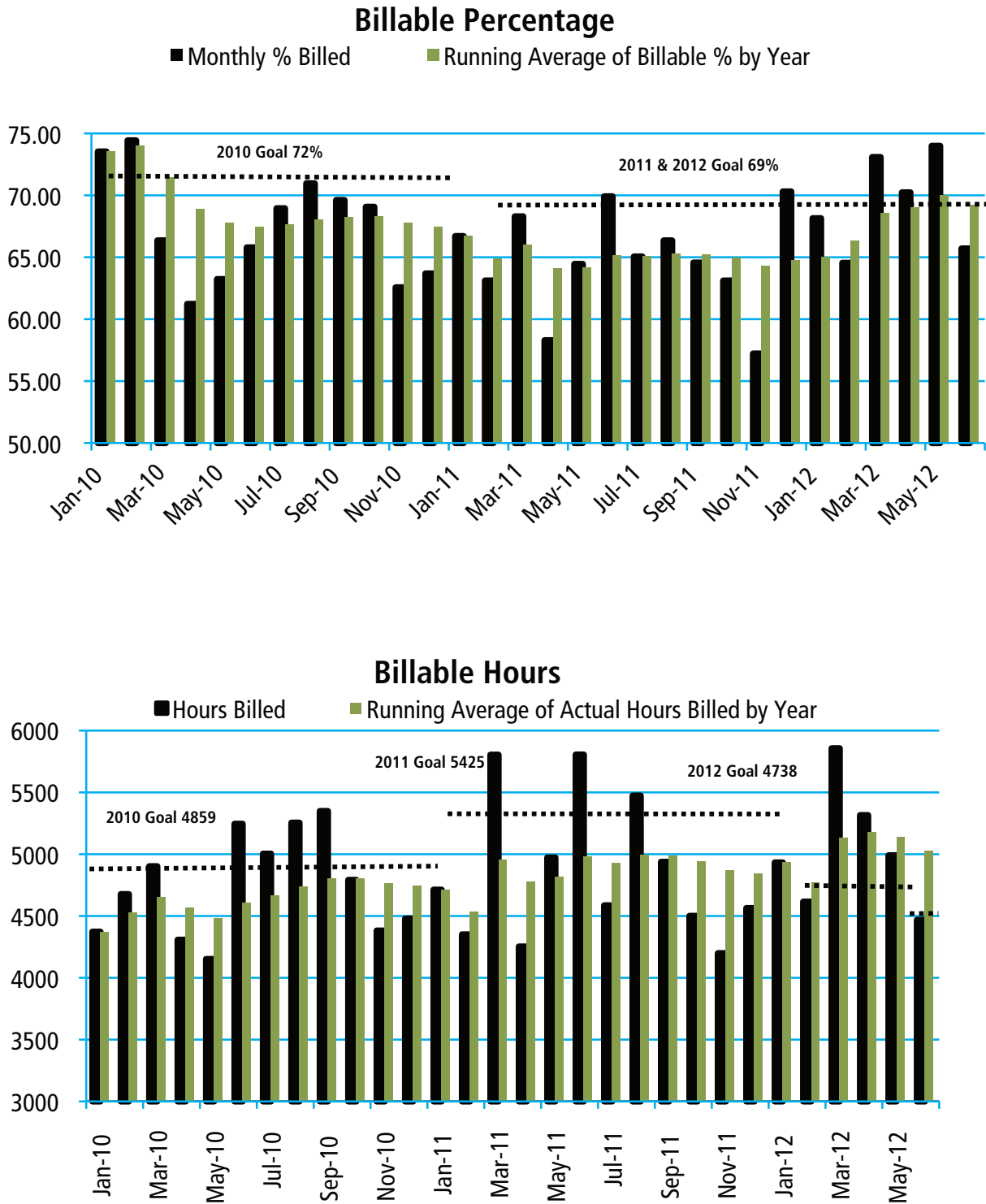


Figure 2 Revenue and Expense

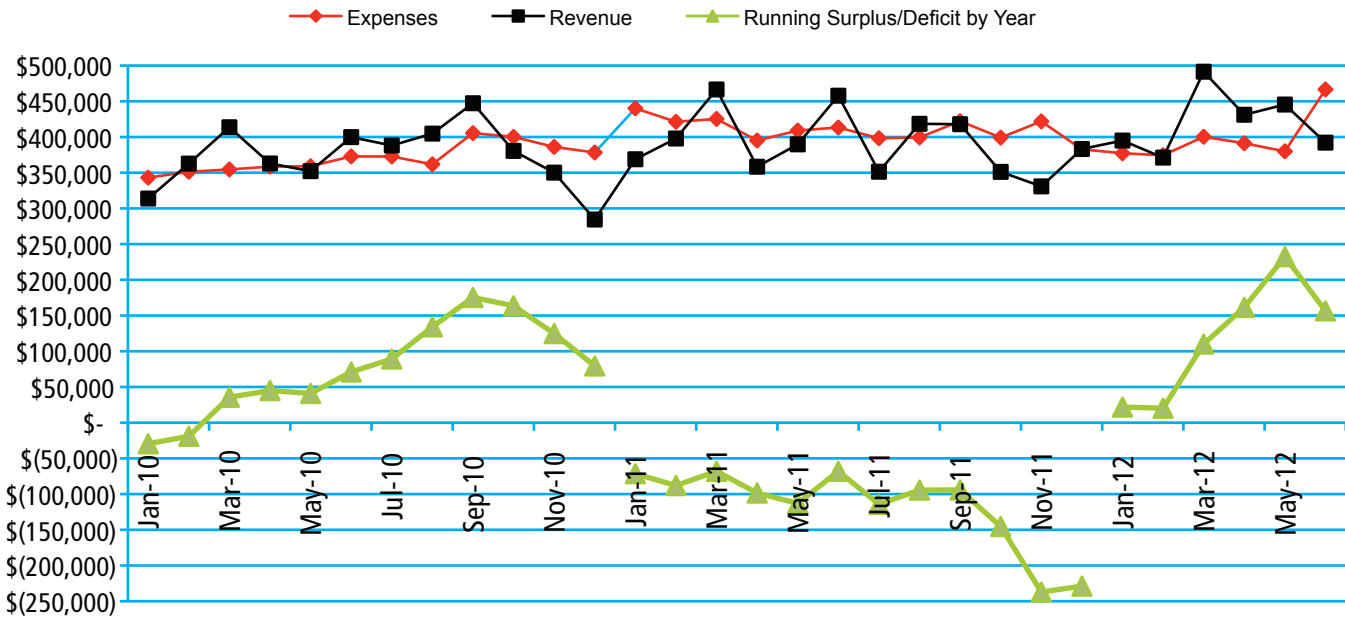
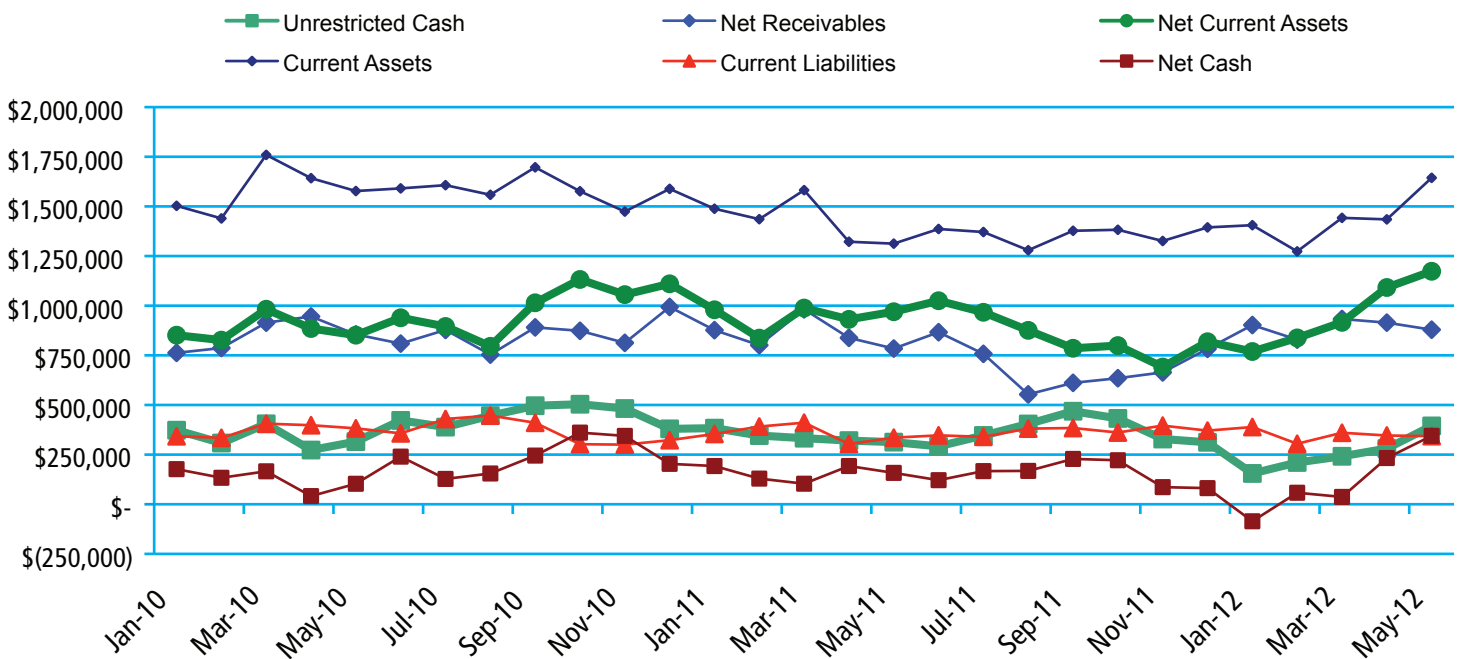


Figure 3 Assets and Liabilities Status



**Table 3** Work Effort involved in Developing Proposals and Negotiating Contracts Prior to Award

	Amount	#
Proposals Submitted	\$1,778,081	9
SFEI/ASC Labor Revenue	\$1,677,911	9
Awarded Proposals In Negotiations	\$2,725,527	10
SFEI/ASC Labor Revenue	\$2,710,527	10
Minimum hours Spent on Proposals in June		86
Minimum hours Spent on Proposals YTD		858

**Table 4 Proposals Submitted**

	PI	PROPOSALS SUBMITTED	TOTAL AMOUNT SUBMITTED	AMOUNT TO SFEI/ASC LABOR	Percent Probability of Funding	Prorated Amount to SFEI/ASC Labor	Board Approval Date	Funding Source/Partners	Anticipated Notice of Award	Anticipated Duration (in mths)	Solicited S <sub>1</sub> Competitive C, Renewal R	Submit Date	Days Since Submittal
1	SFEI	RG	Baylands Goals SC	\$27,000	25%	\$6,750	No	SCC	Aug-12	12	S	6/27/12	6
2	SFEI	JC	Baylands Goals Upland Ecotone WG	\$32,000	25%	\$8,000	No	SCC	Aug-12	12	S	TBD	
3	SFEI	LM	SFPUC LID	\$100,000	50%	\$50,000	No	SFPUC	Aug-12	24	S	6/18/12	15
4	SFEI	RG/ CS	Graton Rancheria Heritage Management Study	\$256,637	50%	\$120,734	Yes	CalTrans/ Far Western Anthropological Research Group, Inc./ Cultural Resource Management/Tiley Research, Laguna de Santa Rosa Foundation	Jul-12	22	C	6/6/12	27
5	SFEI	RG/ CS	HE Study of Mt. Wanda	\$30,000	90%	\$22,500	\$41,033	DOI/NPS	Jun-12	24	S	4/23/12	71
6	SFEI	RG	Bay Area IR-WMP Climate Adaptation Update Using Historical Ecology	\$157,444	50%	\$68,722	\$40,969	DWR	Oct-12		C	2/29/12	125
7	SFEI	RG/ LS	Storm Water Management with Managed Floodplains, Low Impact Development, and Vegetated Storm Water Channels	\$475,000	15%	\$71,250	No	SWRCB/ Zone 7	Sep-12	36	C	2/6/12	148

**Table 4 Proposals Submitted (cont’d)**

PI	PROPOSALS SUBMITTED	TOTAL AMOUNT SUBMITTED	AMOUNT TO SFEI/ASC LABOR	Percent Probability of Funding	Prorated Amount to SFEI/ASC Labor	Board Approval Date	Funding Source/Partners	Anticipated Notice of Award	Anticipated Duration (in mths)	Solicited S <sub>c</sub> Competitive C, Renewal R	Submit Date	Days Since Submittal		
8	SFEI	LM/SP	Sedimentation Study of Arroyo Mocho & Arroyo Las Positas (Geomorphic Assistance for Zone 7 Agency Phase II)	\$250,000	\$190,000	90%	\$171,000	Yes	Zone 7 Water Agency/Rivermetrics/Bendal/Mahachek/Swanson	Jun-12	24	R	3/10/11	481
9	ASC	MW	CA LID/Stormwater BMP Tracker	\$450,000	\$450,000	25%	\$112,500	Yes	SWRCB	Aug-12	36	S	4/20/12	74
		<b>TOTAL SFEI:</b>	\$1,328,081	\$1,227,911	42%	\$518,956								
		<b>TOTAL ASC:</b>	\$450,000	\$450,000	25%	\$112,500								
		<b>GRAND TOTAL:</b>	\$1,778,081	\$1,677,911	38%	\$631,456								

\*Item #8 is already contracted \$244,000. The remaining \$250,000 is pending Alameda County approval based upon availability of funding.

Table 5 Awarded Proposals in Negotiations

		AWARDED PROPOSALS IN CONTRACTUAL NEGOTIATIONS	AMOUNT SUBMITTED	AMOUNT AWARDED	AMT TO SFEI/ASC LABOR	Funding Source/ Partners	Board Approval Date	Anticipated Start Date	Anticipated Duration Date (in mths)	S, C, R	Assigned Project #	Last Updated	Days in Negotiations
1	SFEI	DS/LM/KC Prop 84 Green Infrastructure Master Planning Project	\$597,901	\$597,901	\$319,250	SWRCB/SFEP multiple cities & counties, Watearth, Inc, Dan Cloak Consultants	7/12/12	Oct-12	24	C		6/29/12	0
2	SFEI	KC/JC Tahoe WRAMP II	\$19,000	\$19,000	\$19,000	TRPAY/SIG-GIS	7/12/12	Sep-12	?	S	6xxx	6/29/12	0
3	SFEI	RG/LM Flood Control 2.0	\$870,000	\$870,000	\$870,000	EPA/SFEP/BCDC/SFBJ/MCFCC/CCFC/SFCIPA	7/12/12	Jul-12	48	C	70xx	6/8/12	21
4	SFEI	RG/CS Mark West Creek Historical Alignment	\$50,000	\$35,000	\$35,000	SCWA/LSR F	7/12/12	Jul-12	7	S	70xx	5/1/12	59
5	SFEI	MW RB9 401 Tracking Support	\$16,000	\$16,000	\$16,000	SWRCB/SCCWRP	<\$25K	Jul-12	24	S	6534	3/21/12	100
6	SFEI	MW IRWMP Flood Infrastructure Mapping	\$655,000	\$655,000	\$655,000	DWR/SFEP/BAPPA	pre-2012	Jul-12	36	C	6533	8/17/11	317
7	SFEI	DS IRWMP Prop 84 Green Infrastructure	\$330,000	\$330,000	\$180,000	DWR/BACWA/ABAG	pre-2012	Jul-12	36	C	5083	8/17/11	317
8	SFEI	ND Grasslands (Water Year 2013)	\$85,000	\$85,000	\$80,000	Bureau of Reclamation	pre-2012	Oct-12	12	R	1091	8/17/11	317
9	ASC	DS Nutrient Numeric Endpoint Framework	\$27,626	\$27,626	\$27,626	SWRCB/SCCWRP	7/12/12	Sep-12	25		85xx	4/24/12	66
10	ASC	MW Estuary Portal Science Support	\$75,000	\$75,000	\$40,000	CWQMG/SFCWA/TBI	5/4/12	Jul-12	2	S	8605	3/23/12	98
<b>TOTAL SFEI:</b>			<b>\$2,622,901</b>	<b>\$2,607,901</b>	<b>\$2,174,250</b>								
<b>TOTAL ASC:</b>			<b>\$102,626</b>	<b>\$102,626</b>	<b>\$67,626</b>								
<b>GRAND TOTAL:</b>			<b>\$2,725,527</b>	<b>\$2,710,527</b>	<b>\$2,241,876</b>								

Item #8 is renewed every water year (e.g. October 1st of each year)



**Table 6 Contract Signed**

	PI	CONTRACTS SIGNED	AMOUNT SUBMITTED	AMOUNT OF AWARD	AMOUNT TO SFEI/ASC	Funding Source/ Partners	Assigned Project #	S,C,R	Date Contract Signed	
1	SFEI	RG	Tijuana River Valley HE Study	\$440,000	\$440,000	\$320,000	SCC	7096	S	6/26/12
2	SFEI	MM	SBSP GIS Meta-data and Website Upgrade	\$19,800	\$25,000	\$25,000	SCC	6509.1	R	6/19/12
3	SFEI	RG	Alameda Creek Historical Ecology Study	\$52,000	\$52,000	\$52,000	ACRCD	7062	R	6/7/12
4	SFEI	RG	2012 Dendroecology Work	\$8,050	\$8,050	\$8,050	UC Berkeley	7080	R	6/7/12
5	SFEI	RG/LM	San Francisquito Creek Design Meeting	\$6,000	\$6,000	\$6,000	SFBJV/ SFCJPA	7087	S	6/7/12
6	SFEI	CS	Switzer Tribal Initiative	\$40,000	\$40,000	\$34,000	Switzer Foundation	7095	C	6/7/12
7	SFEI	CG	Bay Area Trash Tracker	\$2,754	\$2,754	\$2,754	ARRA/ ABAG	6600	R	4/26/12
8	SFEI	JD	BOG Wildlife BMF Study	\$330,800	\$330,800	\$120,438	SWRCB/ SJSURF/ MLML	1094	R	4/19/12
9	SFEI	RG	HE of the McCormack-Williamson Tract Area	\$50,000	\$30,000	\$30,000	TNC	7094	S	4/13/12
10	SFEI	JC	Corps Shoreline Study, Alviso	\$13,497	\$13,497	\$13,497	H.T. Harvey & Associates	4085	R	4/2/12
11	SFEI	LM	Sedimentation Study of Arroyo Mocho & Arroyo Las Positas (Geomorph Assistance for Zone 7 Agency Phase II)	\$44,000	\$44,000	\$44,000	Zone 7 Water Agency/Rivermetrics/ Bigelow/ Benda/ Mahachek/ Swanson	5075	R	4/2/12
12	SFEI	JC	USA RAM 2012 Support	\$100,000	\$100,000	\$55,671	EPA/Siobhan F.	4082	S	3/12/12
13	SFEI	LM	Zone 2, San Lorenzo Creek - Sed Samples	\$15,128	\$15,128	\$12,584	ACFCWCD/ DHI	5081.1	S	3/12/12
14	SFEI	MW	Electronic Reporting System (ERS) Data Management	\$78,017	\$12,000	\$12,000	BACWA/ EOA	6532	S	3/7/12
15	SFEI	RG	Initiation of a Re-Oaking Strategy for the Napa Valley	\$8,000	\$2,666	\$2,666	Wildlife Conservation Commission	7092	C	3/1/12
16	SFEI	KC	S&T Validation	\$20,000	\$23,890	\$23,890	CNRA/SC-CWRP	6530	S	3/1/12

Table 6 Contract Signed (cont'd)

		PI	CONTRACTS SIGNED	AMOUNT SUBMITTED	AMOUNT OF AWARD	AMOUNT TO SFEI/ASC	Funding Source/ Partners	Assigned Project #	S,C,R	Date Contract Signed
17	SFEI	JD	SF Bay Data Analysis & Report FY10/11	\$50,000	\$50,000	\$5,000	SWRCB/ SJSURF/ MLML/SC-CWRP	1066.71	R	2/24/12
18	SFEI	CG	Healthy Streams Portal	\$7,000	\$7,000	\$7,000	SWRCB/ SJSURF/ MLML	6531	R	2/24/12
19	SFEI	DS	SF Bay Nutrient Strategy Support	\$350,000	\$350,000	\$330,000	BACWA	1092	S	2/21/12
20	SFEI	RG	SF Bay Exhibit	\$113,000	\$113,000	\$110,000	Oakland Museum	7091	S	2/13/12
21	SFEI	JC	Statistical Design & Analysis	\$71,598	\$75,432	\$75,432	SCVWD	4084	S	2/8/12
22	SFEI	RG	Exploratorium Bay Observatory Exhibition	\$5,000	\$5,000	\$5,000	Exploratorium	7082	R	2/2/12
23	SFEI	JC	Corps Shoreline Study, Alviso	\$27,762	\$27,762	\$26,922	H.T. Harvey & Associates	4085	S	1/26/12
24	SFEI	CG	Data Management for Montezuma Wetlands	\$8,417	\$8,417	\$8,417	Montezuma Wetlands LLC	6504.2	R	1/6/12
25	ASC	RG	Head of Tide (HOT)	\$120,067	\$118,316	\$118,316	DOI/BCDC	8703	S	6/12/12
26	ASC	RG	Sacramento-San Joaquin Delta HE	\$25,000	\$25,000	\$25,000	DFG	8700	R	5/31/12
27	ASC	MM	Online 401/WDR Applications	\$15,000	\$15,000	\$15,000	SWRCB	8602	S	3/26/12
28	ASC	TJ	Central Valley Monitoring Directory	\$15,000	\$15,000	\$15,000	SWRCB	8106	R	2/28/12
29	ASC	RG	Delta Landscapes	\$875,000	\$875,000	\$739,288	DFG	8702	C	2/2/12
TOTAL SFEI:				\$1,860,823	\$1,782,396	\$1,330,321				
TOTAL ASC:				\$1,050,067	\$1,048,316	\$912,604				
GRAND TOTAL:				\$2,910,890	\$2,830,712	\$2,242,925				

**Table 7 Training and Development**

NAME	CONFERENCES & SYMPOSIUMS	TECHNICAL INSTRUCTIONS	PROJECT MANAGEMENT	BUSINESS-FOCUSED TRAINING PROGRAMS
Allen				
Askevold				
Beagle	2			
Beller				
Bezalel	1			
Cabling	1			1
Cayce	6	1		
Collins	2			
David				
Davis				
Featherston				
Franz				
Frontiera	1			
Gilbreath				
Gluchowski				
Grosso	1			
Grossinger	1			
Hoenicke	1			1
Hunt				1
Jabusch				
Kass	1			
Klatt	1	1		
Klosterhaus				
Leung, F				
Leung, L				
Lofthouse				
Lowe				
May	1		2	2
McKee				
Mueller				
Novick				
Pearce				
Robinson				
Ross				
Russio	1			
Salomon				
Sedlak				
Senn				
Seto				
Stanford				
Striplen				
Tseng		1		
Wanczyk	1			1
Whipple				
Williams	3			
Wong				
Yee				
<b>Total:</b>	<b>24</b>	<b>3</b>	<b>2</b>	<b>6</b>

**New Member of the Fiscal and Administration Committee**

Please welcome Bill Damian, Assistant Deputy Director at the State Board's Division of Administrative Services, as a new member of the Fiscal and Administration Committee. He agreed to provide his budgeting and financial planning expertise as we evaluate new business models for our organization.

Bill Damian was appointed to Assistant Deputy Director, Division of Administrative Services of the State Water Resources Control Board on January 1, 2012.

Prior to his current assignment, Mr. Damian served as the Budget Officer for over 8 years. He administered and managed the Water Board's annual budget of over \$800 million that included 50 different fund sources. Mr. Damian acted as the primary liaison for the Department of Finance, Legislative Analyst's Office, and Legislative inquiries dealing with the Water Board's budget.

Mr. Damian holds a Bachelor of Arts in Music and a Bachelor of Arts in Humanities and Religious Studies both from California State University, Sacramento.

**Table 8 Employee Departures**

REASONS FOR LEAVING	# OF EMPLOYEES
To return to school	3
Retirement	0
Other position	1
Relocation	1
Completed temporary assignment	0
Position elimination	0
Reduction in workforce/layoff	0

Three of our stellar contributors to our Historical Ecology and Clean Water teams are moving on to graduate school. **Bronwen Stanford** was accepted in the Ph.D. program in Environmental Studies at UC Santa Cruz, **Alison Whipple** joined the Hydrologic Sciences Graduate Group at UC Davis, and **Rachel Allen** will pursue her Ph.D. in the Environmental Engineering Department at UC Berkeley. Alison will stay affiliated with SFEI as a Research Associate while working on her Ph.D. in hydrology. **Susan Klosterhaus**, our Green Chemistry expert, found a wonderful opportunity at the start-up Cradle-to-Cradle Products Innovation Institute (<http://c2ccertified.org/>) to take the next step in her career development. We hope to maintain a close partnership with Susan and her new colleagues as she pursues stewardship efforts throughout a product's life cycle.

We are excited about having filled two positions in the Clean Water Program. Our first new hire, **Emily Novick**, joined the Institute in May as Environmental Analyst and hit the ground running on RMP and nutrient-related projects. Emily received her Master's and Bachelor's degree from the Department of Civil and Environmental Engineering at UC Berkeley, where she was a member of the Chi Epsilon Civil Engineering Honors Society and passed the Graduate Honors exam with Distinction. Prior to returning to graduate school, Emily taught 8th grade math in Oakland for three years as part of the Teach for America program. Emily is not only a very talented scientist; she is also great soccer player. We are very pleased to have her on our team! **Ellen Willis-Norton** accepted the second vacancy in the Clean Water Program and will arrive at SFEI on September 6th to work primarily on RMP projects. Ellen recently completed her Bachelor's degrees in Environmental Science and Biology at Wellesley College. During her four-year tenure at Wellesley, she was a NOAA Ernest Hollings Scholar evaluating the effects of climate change on the migration of leatherback turtles, part of a research team evaluating metals in the Neponset River watershed, and a Madeline Korbel Albright scholar presenting her study findings directly to Dr. Albright. Ellen has also competed competitively on the Wellesley equestrian team. We are very excited to her working with us on the RMP.

**Adam Wong** was selected to move up from his previous position in the Environmental Data, Information, and Technology (EDIT) group to fill the vacancy of database specialist. Recruitment for an entry-level technical analyst position is in progress.

**Jeff Mueller**, one of our web developers, decided to leave SFEI and the Bay Area for Reno to be closer to family after the birth of daughter Eleanor. While recruitment for his successor is in progress, key work tasks will be temporarily accomplished with contract staff.

Recruitment for a new position of Applications Development and Systems Manager in the EDIT group is underway, and job offers to two highly qualified candidates for the vacant Historical Ecology positions are expected to go out in the second week of July.

The first draft of our Implementation Plan is suggesting a number of key positions that we need to fill to pursue our strategic initiatives. Stay tuned as we define the core competencies for these positions and ask for your help in the recruitment process. Please visit the SFEI website at: <http://www.sfei.org/content/jobs-openings>. If you know of any candidates that may want to apply, please spread the word.

# Quarterly Newsletter

2012 • Quarter 2



## IN THIS ISSUE

### 2 NEWS & NOTABLES

Impact

Media

### 9 COMMUNICATIONS

Publications, Posters  
& Presentations

Meetings, Events  
& Appearances

Upcoming

Spotlight



## New Directions and Opportunities – Implementing the New SFEI-ASC Strategic Plan

Two board committees have worked tirelessly to complement work being done by staff in the last four months to build the foundation under our new strategic plan. Here are some of the questions guiding this work:

- What new roles should the “unified” board take on to participate in and guide implementation of existing programs and new initiatives?
- How do we best engage our stakeholders in conversations about our specific purpose and how to best serve them with joint fact-finding, developing effective environmental performance assessment frameworks, and crafting innovative and effective tools that enable land and water use decisions at all levels to keep pace with environmental change?
- What are our capacity needs in fulfilling our strategic objective?
- What improvements in our business model are necessary?
- What practices do we need to improve to build capacity for the purpose of maintaining existing and developing new partnerships, attracting more diversified and sustainable funding sources, and maintaining the highest level of scientific excellence?

We are now at the cusp of implementing key priorities as the foundation work continues. As the saying goes: “We are building the airplane as we fly.” We’ll need the Board to continue to guide the plane in the right direction. Getting it airborne was only the first phase. The Fiscal and Administration Committee fully engaged in exploring organizational performance metrics – from financial health to program and project outputs and outcomes and adapting our culture leading to new practices required to achieve our strategic objectives.

The ad hoc Joint Governance Committee of SFEI and the Aquatic Science Center have prepared the stage, together with our consultant, Leyna Bernstein, for aligning board composition and membership with the governance, leadership, and resource needs required for implementing our strategic plan. The staff leadership team has distilled two years of their thinking into action plans for each of our new program areas, while recognizing and embedding the interdisciplinary and integrative nature of our work in our roadmap for the next three to five years. My thanks go out to board members and staff alike in taking these courageous steps and being willing to look past the horizon.

— RAINER HOENICKE, EXECUTIVE DIRECTOR

MARCH 5

## Napa Valley Historical Ecology Atlas

The Napa Valley Historical Ecology Atlas takes readers on a richly illustrated tour of the iconic Napa Valley landscape from 200 years ago to the present and future.

Using the pioneering SFEI Historical Ecology approach, the Atlas challenges many preconceived notions about the nature of California landscapes, and suggests strategies to increase the health and resilience of local watersheds based on an understanding of how natural systems function. The Atlas is designed to support a broad range of local efforts for ecological restoration and watershed stewardship in Napa Valley, while providing a new and accessible model for historical ecology studies in other regions.

Written by historical ecologist **Robin Grossinger**, designed by **Ruth Askevold**, and with contributions by many SFEI staff and local partners, the Atlas draws upon ongoing contemporary and historical research on the Napa River watershed conducted by SFEI.



MARCH 5

### ES&T Best Paper of 2011 for work on Flame Retardants in Baby Products

**Susan Klosterhaus**, with her collaborators including Saskia van Bergen (formerly of EBMUD) and Duke professors Heather Stapleton and Lee Ferguson (on the RMP Emerging Contaminant Workgroup), was awarded ES&T best paper of the year for 2011. Their study identified flame retardants such as tris(1,3-dichloroisopropyl) phosphate (TDCPP) and the Firemaster550 commercial mixture in 80% of the baby products investigated.

#### Reports

Identification of Flame Retardants in Polyurethane Foam Collected from Baby Products

<http://pubs.acs.org/doi/abs/10.1021/es2007462>

Fire Retardants Abound in Baby Products: ES&T's Top Science Paper 2011

<http://pubs.acs.org/doi/full/10.1021/es300730d>

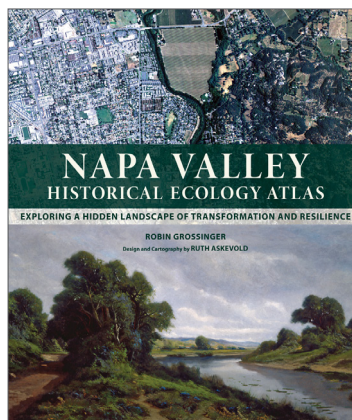
#### News Coverage

New York Times, Jeanne Carstensen: Today's Vineyards, Yesterday's Tall Oaks.  
[http://www.nytimes.com/2012/04/22/us/new-napa-valley-atlas-is-a-lesson-in-historical-ecology.html?\\_r=2](http://www.nytimes.com/2012/04/22/us/new-napa-valley-atlas-is-a-lesson-in-historical-ecology.html?_r=2)

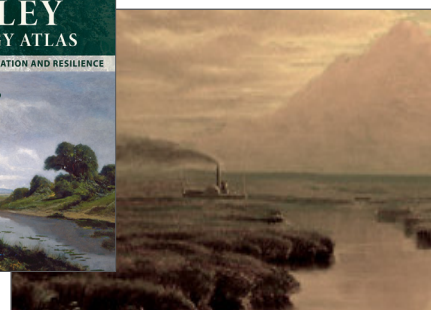
San Francisco Chronicle Leah Garchik: Bringing Back the Napa Valley shade  
<http://www.sfgate.com/cgi-bin/article.cgi?f=/c/a/2012/03/29/DDOG-1NQBFT.DTL>

Napa Valley Register Chantal M. Lovell: New Book Documents Valley's Changes Over Past 200 Years.  
[http://napavalleyregister.com/news/local/new-book-documents-valley-s-changes-over-past-years/article\\_dcaf5ba6-6e5c-11e1-84c8-0019bb2963f4.html?mode=story](http://napavalleyregister.com/news/local/new-book-documents-valley-s-changes-over-past-years/article_dcaf5ba6-6e5c-11e1-84c8-0019bb2963f4.html?mode=story)

KALW Ben Trefny: Historically Smart Land Design.  
<http://www.kalw.org/post/historically-smart-land-design> <http://www.kalw.org/post/historically-smart-land-design>



(left) Napa Atlas Cover.  
(right) Tidal marshlands.



MAY 24

## SWAMP Report on Contaminants in Fish from the California Coast

The State Water Resources Control Board's Surface Water Ambient Monitoring Program (SWAMP) ([http://www.waterboards.ca.gov/water\\_issues/programs/swamp/](http://www.waterboards.ca.gov/water_issues/programs/swamp/)) has released findings from California's largest-ever state-wide survey of contaminants in sport fish from coastal locations. This report presents findings from 2009 and 2010 - including new data for 26 locations sampled in 2010. Monitoring in 2010 focused on the North and Central coasts, and revealed relatively high methylmercury concentrations in these areas. This initial screening study is the first step in an effort to identify and quantify contaminants in California's coastal waters to provide a detailed evaluation of human and wildlife exposure and to establish priorities for cleanup actions. Co-Authors include SFEI staff: **Jay Davis, John Ross, Shira Bezalel, Jen Hunt, Aroon Melwani and Rachel Allen.**

The Coast Survey was funded by the State Water Resources Control Board's Surface Water Ambient Monitoring Program (SWAMP) and the United States Environmental Protection Agency (USEPA). The Coast Survey is one component of a new program that is tracking sport fish contamination in all California water bodies. Results from a statewide assessment of contaminants in sport fish from California rivers and streams will be available in May 2013.

An updated advisory for San Francisco Bay ([http://www.oehha.ca.gov/fish/nor\\_cal/2011SFbay.html](http://www.oehha.ca.gov/fish/nor_cal/2011SFbay.html)) that incorporates the Coast Survey data is available from the California Office of Environmental Health Hazard Assessment (OEHHA) (<http://www.oehha.ca.gov/index.html>).

### Fact sheet summarizing the findings of the survey

([http://www.sfei.org/sites/default/files/Coast%20Year%202%20Fact%20Sheet%20Final%20Revised\\_0.pdf](http://www.sfei.org/sites/default/files/Coast%20Year%202%20Fact%20Sheet%20Final%20Revised_0.pdf))

### Press release from the State Board

(<http://www.sfei.org/sites/default/files/Press%20Release%20Final.pdf>)

### The full Coast Survey Report

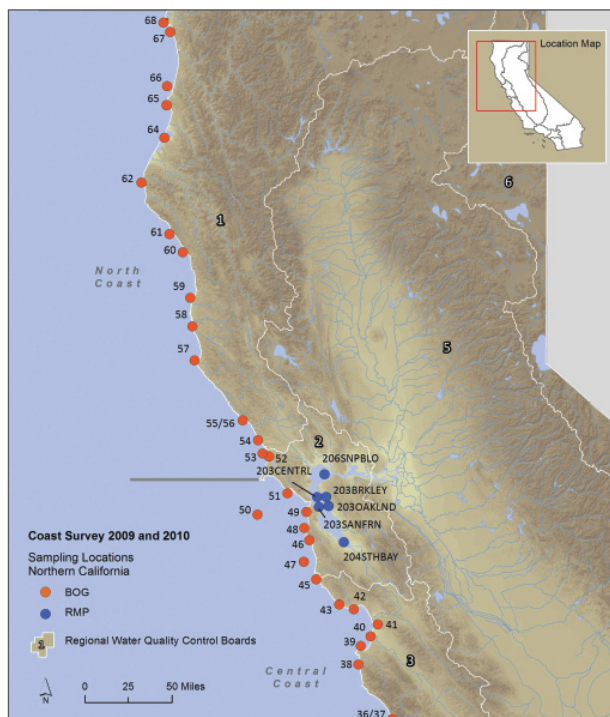
(<http://www.sfei.org/sites/default/files/Coast%20Year%202%20Report%20Final%20Revised.pdf>)

### Citation Information here

(<http://www.sfei.org/documents/contaminants-fish-california-coast-2009-2010>)

The public can access results for individual fishing locations included in the Coast Survey (as well as the earlier SWAMP Lakes Survey and other studies) through the California Water Quality Monitoring Council's "My Water Quality" web portal (<http://www.waterboards.ca.gov/mywaterquality/>). Information on sport fish contamination can be accessed by clicking on "Is It Safe to Eat Fish and Shellfish from Our Waters?" ([http://www.waterboards.ca.gov/mywaterquality/safe\\_to\\_eat/](http://www.waterboards.ca.gov/mywaterquality/safe_to_eat/))"

For media associated with the SWAMP report, [see page 7](#).



(above) Locations sampled in the Coast Survey, 2009 and 2010: Northern California.

## JUNE

## Proposal from the Laguna de Santa Rosa Foundation

Historical ecology was successful in a solicited (bid) proposal from the Laguna de Santa Rosa Foundation, which will allow us to begin work on the LSA HE study. SFEI and **Chuck Striplen** were also awarded a Switzer Environmental Leadership award (\$40k) to support our work under the Tribal Initiative.



## JUNE 6

## Interview with California Environmental Associates

**Rainer Hoenicke** participated in an interview with California Environmental Associates, consultants for the Packard Foundation, working in close partnership with several other West Coast foundations with an interest in marine and estuarine conservation. As they move into the latter half of their study, it is clear that estuarine condition is an important area to address, both because of the wide array of stressors at the coastal interface, but also their value in what

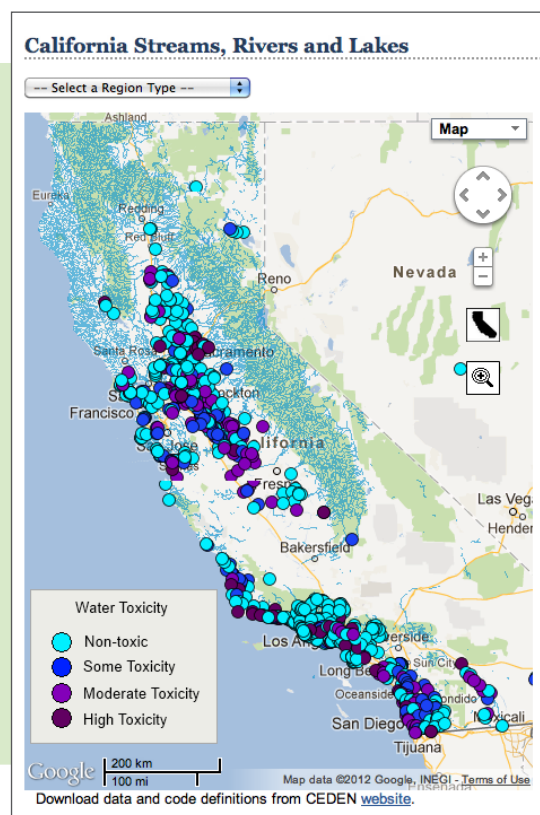
will be a highly variable system under climate change. Given SFEI's history of work in California's estuaries, and particularly San Francisco Bay, Rainer shared his thoughts on where opportunities exist to improve protections on estuarine habitat, improve water quality, and preserve existing resources over the next decade. Key points he conveyed were the particular vulnerability of the San Francisco Bay Area to climate change effects and the need for smaller-scale, regional models of change predictions, the need for land and water use scenario planning and forecasting tools at the watershed scale, and opportunities in advancing product stewardship efforts that would get us off the "TMDLs forever" treadmill.

## JUNE 18

## Release of Healthy Streams Portal

Streams and rivers perform numerous functions and provide important services to society. They are the source of much of the water supply for California's cities, farms, and industries. At the same time, they provide essential habitat for fish and wildlife, including threatened and endangered species as well as commercially important species. The attractiveness of our streams and rivers make them the focus of many recreational activities and they are an important component of the California landscape.

View a fact sheet ([http://www.waterboards.ca.gov/mywaterquality/eco\\_health/streams/docs/streams\\_factsheet.pdf](http://www.waterboards.ca.gov/mywaterquality/eco_health/streams/docs/streams_factsheet.pdf)) on the new Healthy Streams Portal.





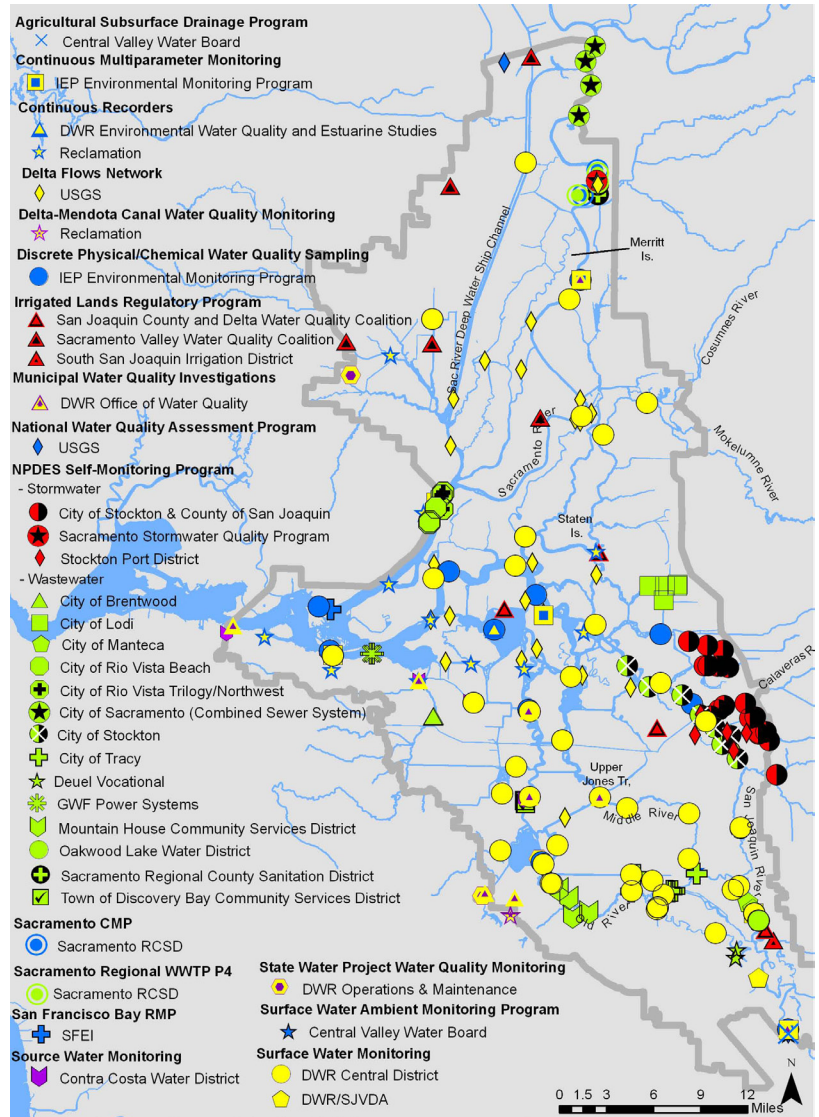


JUNE 20

### Delta RMP Draft Framework for Review

Aquatic Science Center and the Central Valley Regional Water Board have made public a draft program plan titled “Delta Regional Monitoring Program: A Proposal for a Monitoring and Assessment Framework and its Implementation”. The proposal describes a design for core elements of a water quality monitoring program and an implementation schedule. It is intended to be a carefully considered starting point to inform detailed implementation discussions among involved stakeholders that are planned for summer and early fall. A final program plan is slated for presentation at the December meeting of the Central Valley Regional Water Board and implementation is expected to begin in 2013. The authors of the draft document are Brock Bernstein and **Thomas Jabusch** (Aquatic Science Center.) The proposal was rolled out in a public WebEx briefing and is available for review at the Central Valley Regional Water Board’s Delta RMP website ([http://www.waterboards.ca.gov/centralvalley/water\\_issues/delta\\_water\\_quality/comprehensive\\_monitoring\\_program/index.shtml](http://www.waterboards.ca.gov/centralvalley/water_issues/delta_water_quality/comprehensive_monitoring_program/index.shtml)).

The comment period for the draft document ends on July 13, 2012.



(above) Draft Graphic Depicting Water Quality Monitoring Locations in the Delta.

MAR 30

**Bringing Back the Napa Valley shade: Leah Garchik on the Napa Historical Ecology Atlas**

**Robin Grossinger** was interviewed by the San Francisco Chronicle about the book “Napa Historical Ecology Atlas” that he and his Historical Ecology team created.

“The Napa Valley “is still a very viable area for the tree,” said Grossinger in a phone conversation. “If people make a concerted effort, they really could be brought back in a significant way.”

Grossinger cited the beauty of the trees, and their utility, not only as part of the ecology, but also as providers of shade for workers. Among county staff and vineyard managers, “There is a lot of support for this possibility of re-oaking,” he said. The valley won’t ever again have as many oaks as were once there, “but you could bring back a lot of the elements, while maintaining the valley as we know and love it. In some way, what makes Napa unique is these grand trees. You see them on wine labels often. I think they’re definitely part of the heritage of the valley and we are recognizing that.”

Link source

<http://www.sfgate.com/cgi-bin/article.cgi?f=/c/a/2012/03/29/DDOG1NQBFT.DTL>

MAY 11

**KQED QUEST Highlights Delta Historical Ecology Study**

**Alison Whipple** and **Robin Grossinger** participated in and audio report for KQED Quest.

The title of the report was “California’s Dead-locked Delta: Can We Bring Back What We’ve Lost?” by Laura Summers. This report was a part of a KQED series on California’s Delta. A journal by William Wright, a duck hunter in the 1850’s, gave Whipple and Grossinger clues on how the Delta looked in the past.

Link source

<http://science.kqed.org/quest/audio/californias-dead-locked-delta-can-we-bring-back-what-weve-lost/>



Chicago Tribune  
**TRIBUNE WATCHDOG**  
**PLAYING WITH FIRE**

MAY 22

### Chicago Tribune Investigative Series on Flame Retardants Interviews Susan Klosterhaus

'Playing with Fire', a four-part series on the controversial use of flame retardant chemicals in furniture, was published in May 2012 in the Chicago Tribune. Susan Klosterhaus of our Clean Water Team was interviewed and is mentioned in the fourth article titled 'Toxic Roulette', which investigates the use of the PBDE replacement Firemaster 550.

As the Tribune series exemplifies, Susan's science contributions are having an influence in the research world and on major policy discussions. In collaboration with other researchers, her work to identify the flame retardants currently used in furniture and baby products has prompted a movement to further investigate their potential toxicity and occurrence in the environment. The baby product study, voted Best Science paper of 2011 in the journal *Environmental Science and Technology*, has received widespread attention from a variety of news outlets and has resulted in proposed legislation in several states to restrict the use of one of the flame retardants, TDCCP (also known as 'chlorinated tris'). As a result of the Tribune series, Illinois Senator Charles Durbin has called on the US Environmental Protection Agency and the Consumer Product Safety Commission to act on the issue and address whether a new flammability standard would reduce the amount of flame retardant chemicals used in furniture in the US.

Additional media coverage on flame retardants aired last week on National Public Radio: *Fight Over Flame Retardants In Furniture Heats Up*, and in a *New York Times* op-ed: *Are You Safe on that Sofa?*

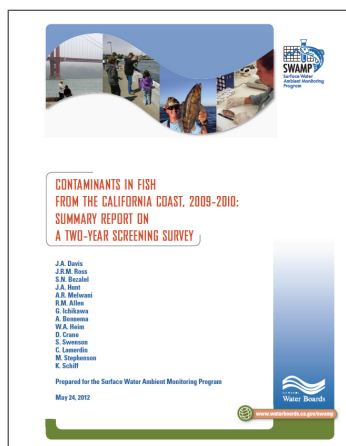
**Link source**

<http://www.chicagotribune.com/news/watchdog/flames/ct-met-flames-regulators-20120510,0,6880244,full.story>



(above) Bottle of Firemaster 550

## Media associated with SWAMP Report



**MAY 24**

### New Study Details Mercury Contamination in California Sport Fish

By Aaron Kinney

San Mateo County Times

[http://www.mercurynews.com/san-mateo-county-times/ci\\_20704252/new-study-details-mercury-contamination-california-sport-fish](http://www.mercurynews.com/san-mateo-county-times/ci_20704252/new-study-details-mercury-contamination-california-sport-fish)

Reprinted in:

Marin Independent Journal

[http://www.marinij.com/ci\\_20704252/new-study-details-mercury-contamination-california-sport-fish](http://www.marinij.com/ci_20704252/new-study-details-mercury-contamination-california-sport-fish)

Santa Cruz Sentinel

[http://www.santacruzsentinel.com/local-news/ci\\_20704252/new-study-details-mercury-contamination-california-sport-fish](http://www.santacruzsentinel.com/local-news/ci_20704252/new-study-details-mercury-contamination-california-sport-fish)

Oakland Tribune

[http://www.insidebayarea.com/oakland-tribune/localnews/ci\\_20704254/new-study-details-mercury-contamination-california-sport-fish](http://www.insidebayarea.com/oakland-tribune/localnews/ci_20704254/new-study-details-mercury-contamination-california-sport-fish)

Alameda Times-Star

[http://www.insidebayarea.com/times-star/localnews/ci\\_20704254/new-study-details-mercury-contamination-california-sport-fish](http://www.insidebayarea.com/times-star/localnews/ci_20704254/new-study-details-mercury-contamination-california-sport-fish)

Miami Herald

<http://www.miamiherald.com/2012/05/24/2816348/new-study-details-mercury-contamination.html>

### Fish in Long Beach Waters Have Risky Contamination Levels

Long Beach Press Telegram

[http://www.presstelegram.com/news/ci\\_20704764/fish-long-beach-waters-have-risky-contamination-levels](http://www.presstelegram.com/news/ci_20704764/fish-long-beach-waters-have-risky-contamination-levels)

Reprinted in:

Contra Costa Times

[http://www.contracostatimes.com/california/ci\\_20704764/fish-long-beach-waters-have-risky-contamination-levels](http://www.contracostatimes.com/california/ci_20704764/fish-long-beach-waters-have-risky-contamination-levels)

**MAY 25**

### California Sport Fish Survey: Mercury, PCBs higher

By Demian Bulwa

San Francisco Chronicle

<http://www.sfgate.com/cgi-bin/article.cgi?f=/c/a/2012/05/25/MNG810N96B.DTL&sp=1>

**MAY 30**

KQED Forum

Jay Davis was invited by Michael Krasny to join him to discuss the report's findings, and what they mean for seafood consumers and fishermen.

<http://www.kqed.org/a/forum/R201205300930>

**JUN 6**

### Discovering Past Landscapes with Robin Grossinger

Daniel McGlynn for Bay Nature Magazine interviewed **Robin Grossinger**. The issue was published on June 6, 2012.

Link source

<http://baynature.org/articles/apr-jun-2012/environmental-education-award-robin-grossinger>



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### Books

In May, "Contemporary Issues in California Archaeology" was published by Left Coast Press, edited by Terry Jones and Jennifer Perry, includes a chapter co-authored by **Chuck Striplen** entitled A Land of Fire: Anthropogenic Burning on the Central Coast of California.

### Journals

In June, **Chuck Striplen** published a review in the journal California Archaeology (vol 4, issue 1:56) on the film Buried Stories.

**Greenfield, B.K.** and **R.M. Allen.** 2012. Polychlorinated biphenyl spatial patterns in San Francisco Bay forage fish. Chemosphere.

### Reports

**Allen, R. M.** and **Yee, D.**(2012). Estimated Atmospheric Deposition Fluxes of Dioxins in the San Francisco Estuary. Contribution No. 661. San Francisco Estuary Institute, Richmond, CA.

**Allen, R. M., Klosterhaus, S.,** and **J. Davis.** 2012. Contaminants of Emerging Concern in the San Francisco Estuary: Carbamazepine. A Report of the Regional Monitoring Program for Water Quality in the San Francisco Estuary. SFEI Contribution #658. Final Report. San Francisco Estuary Institute, Richmond, CA.

Bigelow, P., **Pearce, S.,** Benda, L., **McKee, L. M.,** Andras, K. and **Kass, J.** 2012. Geospatial Terrain Mapping of Sediment Sources within the Arroyo Mocho Watershed. Regional Watersheds Program. Contribution number 665. Bigelow Watershed Geomorphology, Earth Systems Institute and San Francisco Estuary Institute, Richmond, CA.

Jones, C., **Yee, D., Davis J. A., McKee, L. J., Greenfield, B. K., Melwani, A. R.,** and **Lent, M. A.** (2012). Conceptual Model of Contaminant Fate on the Margins of San Francisco Bay. Draft Report. Contribution No. 663. San Francisco Estuary Institute, Richmond, CA.

**Klosterhaus, S., R.M. Allen,** and **J. Davis.** 2012. Contaminants of Emerging Concern in the San Francisco Estuary: Alkylphenol Ethoxylates. A Report of the Regional Monitoring Program for Water Quality in the San Francisco Estuary. SFEI Contribution #657. Final Report. San Francisco Estuary Institute, Richmond, CA.

**Lent, M.A.** and **McKee, L.J.,** 2011. Development of regional suspended sediment and pollutant load estimates for San Francisco Bay Area tributaries using the regional watershed spreadsheet model (RWSM): Year 1 progress report. A technical report for the Regional Monitoring Program for Water Quality, Small Tributaries Loading Strategy (STLS). Contribution No. 666. San Francisco Estuary Institute, Richmond, CA.

**Lent, M. A.** and **McKee, L.J.,** 2011. Guadalupe River Watershed Loading HSPF Model: Year 3 final report. A technical progress report prepared for the Regional Monitoring Program for Water Quality in San Francisco Bay (RMP), Sources Pathways and Loading Workgroup (SPLWG). Contribution No. 668. San Francisco Estuary Institute, Richmond, CA.

**Oram, J.J.** and **Nezlin, N.** 2012. Evaluation of Episodic Suspended Sediment Transport in San Francisco Bay, California through Remote Sensing. A Report of the Regional Monitoring Program for Water Quality in San Francisco Bay. Contribution No. 670. San Francisco Estuary Institute, Richmond, CA.

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**SFEI.** 2012. Geomorphic and Sediment related studies in Alameda Creek Flood Control Channel: Synthesis of recent scientific and Engineering Studies and options for consideration. A technical report prepared for Alameda County Flood Control and Water Conservation District by Regional Watershed Program. Richmond, CA

## Presentations

### MAY 1

2012 San Francisco Bay Area National Parks Science and Natural Resources Symposium- **Chuck Striplen** presented “Historical Ecology as a Tool for Resource Management, Mitigation, Interpretation, and Tribal Engagement” at the symposium, before an audience of ~250. The 15-minute talk focused on how historical ecology can be used to foster tribal/agency cooperative research.

### MAY 4

#### Tackling Data Comparability for Multiple Uses

**Cristina Grosso** presented at the 8th National Water Quality Monitoring Council Conference in Portland, OR.

#### Central Valley Monitoring Directory: A Web-based Tool to Aid Monitoring Coordination

**Thomas Jabusch** presented at the 8th National Water Quality Monitoring Council Conference in Portland, OR.

### MAY 11

**Rainer Hoenicke** presented at the San Mateo Leadership Program class focusing on environmental issues. His talk focused on the health of San Francisco Bay.

### MAY 24

**Josh Collins, Marcus Klatt** and **Kristen Cayce** each presented elements of the Tahoe WRAMP project -- the application of the Wetland and Riparian Areas Monitoring Plan to the Tahoe Science Consortium.

Landscape profile tools for aquatic resource managers – **Kristen Cayce**

Regional implementation of the California aquatic resource inventory (CARI) – **Marcus Klatt**

Wetland and Riparian Area Monitoring Plan: Tahoe pilot project – **Josh Collins**

### JUN 18

TEDx talk given by Dr. Laura Peticolas, of UC Berkeley’s Space Science Education Center, and SFEI’s **Chuck Striplen** on 1/21/12 posted to web: <http://www.youtube.com/watch?v=cuUGgVxL2Mo>

### JUN 20

**Kristen Cayce** presented “Development of the California Aquatic Resources Inventory” to the Wetland Mapping Consortium hosted by the Wetland Managers Association.

### JUN 27-29

**Julie Beagle** presented at the American Water Resources Association (AWRA). Her presentation title was “Historical Riparian Functions as the Basis for a Watershed Approach to Stormwater Management”. The conference was held in Denver, CO.

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APR 27

### CWQMC's Data Management Workgroup Meeting

**Cristina Grosso** and **Meredith Williams** participated in the CWQMC's Data Management Workgroup Meeting in Sacramento.

APR 30

### RMP Steering Committee Meeting

The Steering Committee discussed RMP program management and data management, considered the plans and outline for the 2012 "Pulse Lite" and the Annual Meeting, and was updated on current activities in the RMP's Sources, Pathways, and Loadings workgroup.

MAY 4

**Meredith Williams** and **Mike May** attended the SF Commons Vision Workshop held at PRBO Conservation Science. San Francisco Bay Area Conservation Commons is an effort to develop an information management and networking system capable of addressing these needs. It will support effective response to climate and land use change by helping conservation practitioners quickly find current information available from many sources, communicate with peers, get help, and share lessons learned. The workshop was a facilitated conversation designed to guide the Conservation Commons effort by bringing together a range of conservation partners to identify projects and partnerships that would benefit from the Conservation Commons initiative, ways that the Commons can support and integrate these efforts, and the most effective strategy for achieving these benefits.

MAY 15

### RMP Emerging Contaminants and Exposure and Effects Workgroups

The joint meeting with the Exposure and Effects (EE) and Emerging Contaminants (EC) workgroups provided a forum for updates on activities in each workgroup, as well as discussion of future studies that bridge the workgroup areas. This discussion focused on the proposed application of bioanalytical tools to monitoring of estrogenic contaminants of emerging concern (CECs), and was generally supported by the workgroups. The first day of the meeting (May 15) also included updates on a study addressing the effects of Cu on the olfactory nerve of salmon, work on the effects of PAHs on juvenile flatfish, plans for a workshop to address the widespread moderate toxicity in the Bay, and plans to develop an index for mesohaline benthic communities. The second day (May 16) focused on developments from the non-target screening of wildlife for bioaccumulative anthropogenic compounds, a review of the monitoring strategies recommended by a statewide panel of CEC experts, conclusions from the synthesis of CECs in San Francisco Bay, information on recent method development in siloxanes, and the development of a 5-year strategy for CEC work in the RMP.

JUNE 6

**Josh Collins**, **Robin Grossinger** and **Kristen Cayce** attended the kick-off meeting of the Bayland Goals Report Update for climate change. Robin is on the project's steering committee. Josh is leading the Ecotone workgroup. Kristen Cayce is participating in the Mash Migration and Shoreline Change workgroup.

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**JUN 14**

### SF Bay Joint Venture Database Integration Meeting

The San Francisco Bay Joint Venture brought together the owners/programmers/managers of a variety of database systems currently serving the needs of the habitat conservation community in the San Francisco Bay area and beyond. The JV is working to identify specific next steps for tracking net landscape change and other priority objectives of the JV partnership's Monitoring and Evaluation Framework. They need a tool which can help integrate elements of the Monitoring and Evaluation Framework, and are interested in leveraging existing databases may be suited to hold certain information such as M&E metric related data. SFEI presented several tools that are relevant to the goals of the Joint Venture and would support the M&E plan. SFEI staff members who attended were **Meredith Williams**, **Kristen Cayce**, **Patty Fronteria**, **Shira Bezalel**, and **Jamie Kass**.

**JUN 19**

In his capacity as a member of the Technical Advisory Committee of the Santa Monica Bay Restoration Commission, **Rainer Hoenicke** contributed to the development of a standardized monitoring framework for green infrastructure projects. He also advised SMBRC staff on the types of indicators to be used and specific workgroups to be set up for the next edition of the State of Santa Monica Bay Report.

**JUN 20**

**Mike May** lead a webinar titled "Online 401 Training". Training was for Water Board staff and wetland permit applicants on SFEI's Online 401, a web-based permit application system. 18 people attended the 2-hour training via WebEx. This was held at SFEI from 12pm – 2pm.

**JUN 29**

### RMP Technical Review Committee Meeting

The TRC will receive updates on nutrients and modeling efforts, hear information on seasonal small fish sampling, and discuss both the 2013 RMP update (Pulse Lite) and proposals for 2013 pilot and special studies.

**JUN 27**

**Rainer Hoenicke** participated in a webinar, organized by the Bridgespan Group (<http://www.bridgespan.org>), entitled "Building Capacity to Measure and Manage Performance." The webinar was a great starting point for accessing additional resources, case studies, and tools for SFEI as we begin to develop our own performance management system. Please contact Rainer if you would like to get access to the webinar slides and accompanying report that Matthew Forti authored.



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# OAK LAND MUSEUM OF FCA

APR 19

## OMCA Lecture: ..... A Landscape of Transformation and Resilience: Historical Ecologies of the Bay Area

How has California's  
landscape changed?  
What did now fa-

miliar places look like during prior centuries? What can the past teach us about designing future landscapes? The Napa Valley Historical Ecology Atlas explores these questions by taking readers on a dazzling visual tour of Napa Valley from the early 1800s onward—a forgotten land of brilliant wildflower fields, lush wetlands, and grand oak savannas. The book from the pioneering Historical Ecology group at the San Francisco

Estuary Institute weaves together rarely seen historical maps, travelers' accounts, photographs and paintings to reconstruct early Napa Valley and document its physical transformation over the past two centuries.

**Robin Grossinger**, senior scientist at SFEI, described the innovative research he and the historical ecology team did that allows us to visualize the past in unprecedented detail, enriching our understanding of the living landscapes we inhabit and suggesting strategies to increase their health and resilience.

Grossinger was recently awarded Bay Nature's 2012 Environmental Educator award for his work unearthing and deciphering the historical landscapes and watersheds of the Bay Area.

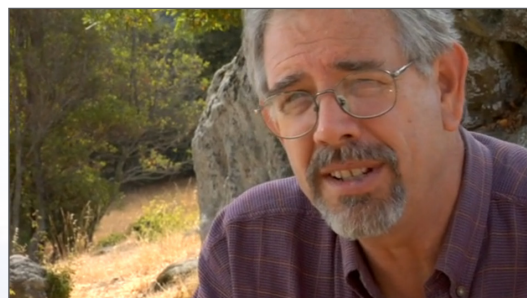
Presented by OMCA's Natural Sciences Guild.

MAY 5

### Josh Collins on Ecological Restoration

SFEI Senior Scientist **Josh Collins** spoke on the topic of ecological restoration. Part of the STRAW (Students and Teachers Restoring a Watershed) Project.

Link source  
<http://vimeo.com/11566222>



(above) Josh Collins talks about ecological restoration. Vimeo screen capture. (below) Community volunteers.



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## MAY 24

**@The Theatre in Napa - Napa Valley Historical Ecology Atlas Celebration and Book Signing**

Napa Valley Arts & Lectures and Friends of the Napa River hosted a celebration of the release of the Napa Atlas (recently featured in the New York Times, San Francisco Chronicle, and Napa Valley Register). Published by the University of California Press, the Atlas presents the work of SFEI's pioneering Historical Ecology Program, weaving together rarely-seen historical documents to understand how the California landscape has changed through time. We are also celebrating the release of the companion report Napa River Watershed Profile, exploring future management strategies for the Napa River. The evening included a lively and engaging presentation of findings, including a visual tour of the valley's natural landscape as it hasn't been seen for generations, and links to the Napa we know today. The program concluded with a wine reception and book signing

Presentations by author **Robin Grossinger**, with Shari Gardner and **Ruth Askevold**.

## JUNE 19-21

**CRAM Riverine Training in Sacramento, CA**

The California Rapid Assessment Method (CRAM) for wetlands and riparian areas has been developed over the past several years as a tool for routine rapid assessment of wetland condition. CRAM considers four attributes of wetland condition: buffer and landscape context, hydrology, physical structure, and biotic structure. This training was conducted by the San Francisco Estuary Institute. SFEI is a member of the statewide CRAM technical development team that facilitates CRAM development and implementation in the Bay Area and Northern California, under the California Wetlands Monitoring Workgroup. The course involved both a classroom and field component. Training instructors were **Sarah Pearce** (geomorphologist) and **April Robinson** (wetland scientist), both members of the statewide CRAM development team.

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Reports

**Whipple, A.A., Grossinger, R.M., Rankin D., Stanford, B., Askevold, R.A., Salomon, M.N., Striplen, C.J., Beller, E.E.** 2012. Sacramento-San Joaquin Delta Historical Ecology Investigation: Exploring Pattern and Process. Prepared for the California Department of Fish and Game. A Report of SFEI-ASC's Historical Ecology Program, SFEI-ASC Publication #672, San Francisco Estuary Institute-Aquatic Science Center, Richmond, CA.

Meetings

JUL 10

**RMP Sport fish Workgroup Meeting**

The sport fish workgroup will discuss the design of future RMP sport fish sampling efforts. The meeting will also include updates on other activities related to contaminants in Bay sport fish, such as the DPH work on exposure reduction, and the completion of the SWAMP Coast Survey.

AUG 6

**RMP Sport fish Workgroup Meeting**

The meeting will be held at 10 a.m. at SFEI.

OCT 16-18

**7th Biennial Bay-Delta Science Conference 2012: Ecosystem Reconciliation: Realities Facing the San Francisco Estuary**

Proposed sessions and abstracts submitted by the Historical Ecology Team

**Proposed Special Session "The Once and Future Delta: Novel Approaches for Ecosystem Reconciliation"**

Oral presentation titled "Building a Landscape Perspective for Ecosystem Planning: Lessons from Historical Ecology." By Alison Whipple, Robin Grossinger, Daniel Rankin (CDFG)

**Proposed Special Session "The Once and Future Delta: Novel Approaches for Ecosystem Reconciliation"**

Oral presentation titled "Envisioning a Reconciled Delta Based on Empirical Data from Healthy Landscapes." By Robin Grossinger, Letitia Grenier, Erin Beller, Julie Beagle, Alison Whipple and April Robinson

**Proposed Special Session "Issues and Challenges in Landscape-Scale Restoration"**

Oral presentation titled "Issues and Challenges in Landscape-Scale Restoration." By Julie Beagle, Robin Grossinger and Alison Whipple

**Developing Tools for Landscape-scale Restoration in the Delta**

Poster by Robin Grossinger, Letitia Grenier, Ruth Askevold, Erin Beller, Julie Beagle, Alison Whipple, and April Robinson

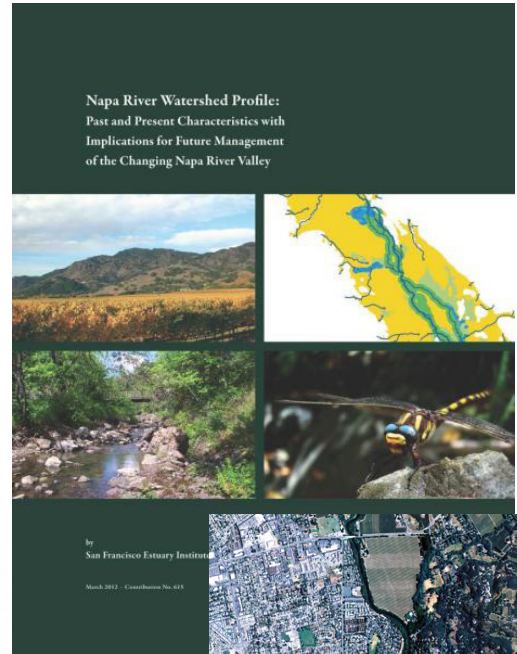


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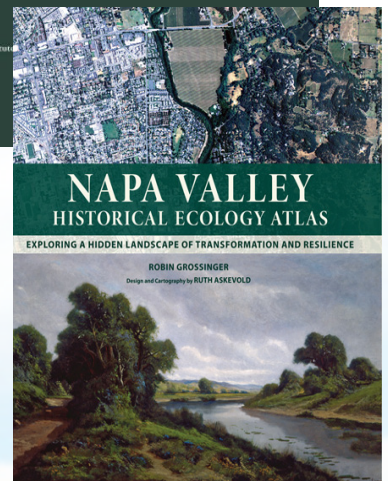
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Napa Report

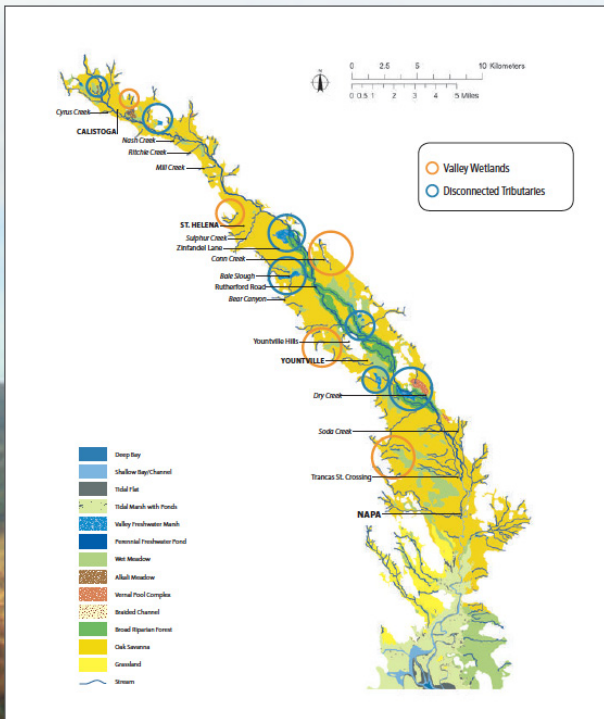
SFEI has released a new report on the Napa landscape - Napa River Watershed Profile: Past and Present Characteristics with Implications for Future Management of the Changing Napa River Valley. This report provides a picture of the Napa landscape using information gathered by multiple disciplines at SFEI – Historical Ecology, geomorphology, and wetlands. This publication uses an exploration of the past to frame consideration of management alternatives for the future and complements the new Napa Valley Historical Ecology Atlas. To this end, the report integrates historical ecology analysis with documentation of changes in the land use, the river’s hydrology, and its geomorphology. The report provides comprehensive assessment of the watershed, evolving land use practices, and possible paths forward.



(above) Napa Valley Watershed Profile cover  
(right) Napa Valley Historical Ecology Atlas cover.



(below) Napa Valley Floor historical habitat types. Grossinger 2012..



AVAILABLE FOR DOWNLOAD:  
<http://www.sfei.org/napawatershed>

For comments or corrections, please email Design and Visual Communications, (lindaw@sfei.org and joannec@sfei.org).

AQUATIC SCIENCE CENTER  
and the SAN FRANCISCO  
ESTUARY INSTITUTE

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f: 510-746-7300

www.sfei.org



**Attachment 10a**

FROM: Rainer Hoenicke, Executive Director  
TO: Aquatic Science Center Board of Directors  
SUBJECT: Aquatic Science Center 2012/13 Program Plan  
DATE: 7/2/2012

As a result of the fact that SFEI and the Aquatic Science Center operate under different fiscal years (SFEI is on the calendar year, while ASC follows the State's July 1 through June 30 fiscal year), projects in the joint Program Plan that are funded through the Aquatic Science Center require formal Board approval. The 2012/13 Program Plan is comprised of all continuing projects already funded and approved through ASC Resolution 01-11 (with project descriptions contained in the 2012 Program Plan distributed at the December 2011 Joint Board Meetings and respective March 1 and May 4, 2012 updates), as well as new projects that have been developed and are likely to require my signature on contracts and grant agreements after June 30, 2012.

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**Attachment 10b**

RESOLUTION NO. 02-12

BOARD OF DIRECTORS  
AQUATIC SCIENCE CENTER

A RESOLUTION AUTHORIZING AND DESIGNATING A REPRESENTATIVE TO NEGOTIATE  
CONTRACTS OR AGREEMENTS ON BEHALF OF THE AQUATIC SCIENCE CENTER

WHEREAS, in accordance with Section 9.6(c) of the Bylaws, the Executive Director has such other powers and duties as may be prescribed by the Board or the Bylaws; and

WHEREAS, the Board, pursuant to Section 7.1 of the Bylaws, has the authority to authorize and enter into contracts or agreements on behalf of the Aquatic Science Center; and

WHEREAS, the Board designates the Executive Director to sign all contracts, agreements and any amendments hereto.

NOW, THEREFORE, BE IT RESOLVED, that the Board of Directors of the Aquatic Science Center hereby authorizes Dr. Rainer Hoenicke as Executive Director to negotiate and execute all grants or contract agreements consistent with the Aquatic Science Center's Board-approved Program Plan and its quarterly updates.

APPROVED AND ADOPTED this 12 day of July, 2012.

The undersigned, Board Chair, does hereby certify that the foregoing is a full, true and correct copy of a resolution duly and regularly adopted at the meeting of the Aquatic Science Center on July 12, 2012.

AYE:

NAY:

ABSENT:

ABSTAIN:

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David Williams, Board Chair

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## Q2 2012 Program Plan Update

### *Contents*

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### **Introduction**

PAGES 2

### **Project Descriptions - ASC**

PAGES 3-17

### **Project Descriptions -SFEI**

### **Introduction**

Beginning with the second quarter's updates to the Program Plan, you will find references to the relationships of new projects to strategic goals and objectives. Unless there is a compelling need to do otherwise, I intend to provide a comprehensive annual budget with associated annual workplan elements and project descriptions at the end of each calendar year for approval by both boards. Any new projects not contained in the annual Program Plan will be agendaized for board action for approval of Program Plan Updates on a quarterly basis, or when needed, at special board meetings.

# AQUATIC SCIENCE CENTER

## Estuary Portal Science Support

**PROJECT CODE**  
8605

**START DATE**  
May 1, 2012

**ANTICIPATED COMPLETION**  
June 30, 2013

**TOTAL FUNDING**  
\$75,000

**FUNDING FOR SFEI LABOR**  
\$40,000

**FUNDING FOR 2012 SFEI LABOR**  
\$38,000

**STATUS**  
Contract Signed

**DIRECT CLIENT**  
State and Federal Contractors Water Agency

**FUNDING SOURCE**  
California Water Quality Monitoring Council

**LEAD SCIENTIST**  
Meredith Williams

**PROJECT MANAGER**  
Cristina Grosso

**COLLABORATORS**  
The Bay Institute and Interagency Ecological Program

### Project Description

The Aquatic Science Center has a cornerstone role in the California Estuary Monitoring Workgroup. The portal workgroup is just beginning to work together. The portal needs to be designed and integrated with existing portals. Data analysis, synthesis and visualization from existing data sets will be required before the portal can “go live”. This initial agreement will allow ASC staff to actively engage in the process and help guide portal development.

Initial tasks will focus on initial site design, assessment support and developing a fully vetted coordination plan.

### Relationship to Strategic Goals and Objectives

Strategic Focus Area	Technology	X
	Clean Water	
	Resilient Landscapes	
Expected Main Outputs (aka deliverables)		
My Water Quality Estuary Health Portal		
Suggested Project Team Leadership	PI(s)	Meredith Williams
	PM	Cristina Grosso
Strategic Objectives		
Goal 1: Science Support Services	Goal 2: Data and Information Access, Aggregation, and Usability	Goal 3: Communication & Forums
Objective	Objective	Objective
1.1 1.2 1.3	2.1 2.2 2.3	3.1 3.2 3.3 3.4
	X X	X X X X

### Work Products

- Portal Development
- Data Analysis and Synthesis
- Coordination with Wetland Portal
- Coordination with Fish Contamination Portal
- Incorporation of RMP Data into CA Estuary Portal
- Incorporation of Historical Ecology Data into CA Estuary Portal
- Participate in workgroup meetings
- Facilitate communication with Bay Area partners about involvement in the workgroup

### Project Status

Project authorized by funding agency; awaiting contract signature.



## SAN FRANCISCO ESTUARY INSTITUTE

### Historical Ecology Study of Tijuana River and Estuary

**PROJECT CODE**

**7096**

**START DATE**

**June 15, 2012**

**ANTICIPATED COMPLETION**

**June 15, 2014**

**TOTAL FUNDING**

**\$440,000**

**FUNDING FOR SFEI LABOR**

**\$350,000**

**FUNDING FOR 2012 SFEI LABOR**

**\$80,000**

**STATUS**

**In Negotiations**

**DIRECT CLIENT**

**SCC**

**FUNDING SOURCE**

**SCC**

**LEAD SCIENTIST**

**Robin Grossinger**

**PROJECT MANAGER**

**Ruth Askevold / Erin Beller**

**COLLABORATORS**

**SCCWRP (Eric Stein), Urban Wildlands Group (Travis Longcore), CSUN (Shawna Dark), TRNERR (Jeff Crooks)**

#### Project Description

The Tijuana River Valley is of national and international importance, though it currently faces environmental challenges such as compromised water quality from sediment and trash and associated ecological degradation. It is currently the focus of

numerous restoration efforts designed to improve the health of the watershed. As these ongoing efforts seek to address the environmental issues associated with the river and create new visions and goals for the river's future, historical ecological data can provide valuable insight into how the river looked and functioned in the past, suggesting ways it might do so in the future. However, little such information is currently available.

The Tijuana River Valley Historical Ecology Study will address this data gap, providing comprehensive, landscape-scale research in support ongoing management efforts in the watershed. SFEI, in collaboration with the Tijuana River National Estuarine Research Reserve (TRNERR) and the Southern California Wetlands Recovery Project (WRP), will synthesize historical ecological, hydrological, and geomorphic data to reconstruct conditions of the Tijuana River Valley prior to major modification and produce an illustrated technical report describing the findings and implications for sustainable wetland restoration and management. The overarching goal of this process is to piece together the complex story of the early Tijuana River Valley, using historical clues to gain perspective on both the landscape-scale patterns and local variability expressed by the system to guide effective restoration and minimize project implementation and maintenance costs. This information is essential to designing sustainable, adaptive restoration projects for the system.

Paired with a thorough understanding of the contemporary system, an awareness of historical attributes can be used to set restoration goals and envision creative solutions to management issues in the river valley. This will be particularly relevant for the implementation of the Tijuana River Valley Recovery Strategy, which was developed by the Tijuana River Valley Recovery Team and was recently endorsed by the San Diego Regional Water Quality Control Board. In addition, the work being proposed herein is being leveraged in a proposal to the NOAA National Estuarine Research Reserve Science Collaborative (as a partnership between TRNERR, SFEI, and the Southern California Coastal Water Research Project). This proposed

project is asking, at both the site and regional level: How can an increasing body of estuarine assessment information be synthesized to effectively reflect past, current and future changes in systems, and how can this temporal information be integrated into a management framework that effectively steers conservation and restoration goals?.

### Relationship to Strategic Goals and Objectives

Strategic Focus Area	Technology		
	Clean Water		
	Resilient Landscapes		X
Expected Main Outputs (aka deliverables)			
Technical report			
GIS layers			
Public presentations			
Suggested Project Team Leadership	PI(s)		Robin Grossinger
	PM		Erin Beller
Strategic Objectives			
Goal 1: Science Support Services		Goal 2: Data and Information Access, Aggregation, and Usability	Goal 3: Communication & Forums
Objective		Objective	Objective
1.1	1.2	1.3	2.1 2.2 2.3 3.1 3.2 3.3 3.4
X			X

### Work Products

- Historical GIS mapping for lower Tijuana River watershed and associated metadata
- Technical report detailing findings

### Project Status

Project authorized, waiting for full execution of contract.

## BOG Wildlife BMF Study

#### PROJECT CODE

**1094.00**

#### START DATE

**April 1, 2012**

#### ANTICIPATED COMPLETION

**March 31, 2013**

#### TOTAL FUNDING

**\$330,800**

#### FUNDING FOR SFEI LABOR

**\$106,900**

#### FUNDING FOR 2012 SFEI LABOR

**\$80,000**

#### STATUS

**Active**

#### DIRECT CLIENT

**San Jose State University Research Foundation**

#### FUNDING SOURCE

**State Water Resources Control Board**

#### LEAD SCIENTIST

**Jay Davis**

#### PROJECT MANAGER

**Jen Hunt**

#### COLLABORATORS

**USGS, MLML, DFG-WPCL**

### Project Description

The Surface Water Ambient Monitoring Program (SWAMP) needs information on pollutant levels in wildlife (birds and fish) in the state of California. Grebes and fish will be collected from 12 lakes in California and analyzed for Mercury. Biomagnification factors for mercury exposure in wildlife will be estimated from mercury concentrations in a lower trophic level prey animal (small fish). This biomagnification factor can then be used for translating small fish mercury concentrations to bird mercury concentrations.

## Relationship to Strategic Goals and Objectives

Strategic Focus Area	Technology									
	Clean Water		X							
	Resilient Landscapes									
Suggested Project Team Leadership	PI(s)		Jay Davis							
	PM		Jen Hunt							
Strategic Objectives										
Goal 1: Science Support Services			Goal 2: Data and Information Access, Aggregation, and Usability			Goal 3: Communication & Forums				
Objective			Objective			Objective				
1.1	1.2	1.3	2.1	2.2	2.3	3.1	3.2	3.3	3.4	
	X			X	X	X	X	X		

### Work Products

Draft and Final Report

### Recent Findings and Publications

SWAMP/RMP/Bight Program Report on Contaminants in Fish from the California Coast, 2011

### Project Status

Active

## California Status and Trends of Aquatic Resources Pilot Implementation

**PROJECT CODE**  
6530

**START DATE**  
February 2012

**ANTICIPATED COMPLETION**  
August 2012

**TOTAL FUNDING**  
\$23,890

**FUNDING FOR SFEI LABOR**  
\$23,890

**FUNDING FOR 2012 SFEI LABOR**  
\$23,890

**STATUS**  
Active

**DIRECT CLIENT**  
Southern California Coastal Water Research Project (SCCWRP)

**FUNDING SOURCE**  
California Natural Resources Agency

**LEAD SCIENTIST**  
Kristen Cayce

**PROJECT MANAGER**  
Kristen Cayce

**COLLABORATORS**  
CSU Northridge (CSUN),  
Moss Landing Marine Labs (MLML)

### Project Description

California possesses highly diverse wetland and stream resources. However, information on extent and distribution important for management and policy decisions is limited. The gold standard, comprehensive mapping of all resources in the State, has proven too time and resource intensive to regularly replicate to understand aquatic resource trends. In 2010, the California Wetland Monitoring Workgroup recommended exploration and evaluation

of alternative, probabilistic designs. This project was started in 2011 to evaluate candidate designs and develop recommendations for establishment of a status and trends monitoring program for California wetlands and streams.

Several candidate designs were evaluated using best available maps and stochastic simulations. Results and input from the project Technical Advisory Committee support use of a spatially balanced, unstratified sampling design. This pilot-scale implementation is designed to validate California wetland mapping standards and explore unresolved design issues such as plot size. Multiple regions will be used in order to evaluate performance across a range of geographies and aquatic resource types.

This pilot-scale implementation will be conducted in two study areas, (i) Central Coast, and (ii) South Coast. Study areas were selected based on the availability of comprehensive aquatic resource maps, vintage of the maps, consistency with California mapping standards, and available aerial imagery.

SFEI, CSUN and MLML will work with SCCWRP to define work flow and incorporate the California Aquatic Resource Inventory (CARI) mapping methods into Status and Trends protocols. The three organizations will re-map and classify 20-16 km<sup>2</sup> sample plots in both study areas for a total of 40 plots. SFEI and CSUN will perform QAQC on the 40 plots. Data will be provided to SCCRWRP for Status and Trend analysis.

## Relationship to Strategic Goals and Objectives

Strategic Focus Area	Technology	X
	Clean Water	
	Resilient Landscapes	X
Expected Main Outputs (aka deliverables)		
GIS geodatabase of delineated and classified wetlands and streams		
Results of QAQC		
Suggested Project Team Leadership	PI(s)	Kristen Cayce
	PM	Kristen Cayce
	Additional	Marcus Klatt
Strategic Objectives		
Goal 1: Science Support Services	Goal 2: Data and Information Access, Aggregation, and Usability	Goal 3: Communication & Forums
Objective	Objective	Objective
1.1 1.2 1.3	2.1 2.2 2.3	3.1 3.2 3.3 3.4
X X X		

## Work Products

- GIS geodatabase of delineated, classified wetlands and streams
- Results of QAQC

## Plans for 2012

- Coordinate with partners
- Train on mapping methods
- Complete mapping and QAQC

## Recent Findings and Publications

San Francisco Estuary Institute. 2011. WRMP Project Completion Summary Report. Tech Report 632. SFEI, Oakland, CA

## Project Status

In progress



## Historical Ecology of John Muir National Historic Site (Mt. Wanda area)

### PROJECT CODE

?

### START DATE

Fiscal Year 2013

### ANTICIPATED COMPLETION

2014

### TOTAL FUNDING

\$30,000

### FUNDING FOR SFEI LABOR

\$25,000

### FUNDING FOR 2012 SFEI LABOR

\$0

### STATUS

**SFEI is reviewing cooperative agreement and task agreement**

### DIRECT CLIENT

**National Park Service, John Muir National Historic Site**

### FUNDING SOURCE

**Department of the Interior**

### LEAD SCIENTIST

**Robin Grossinger**

### PROJECT MANAGER

**Ruth Askevold**

### COLLABORATORS

**National Park Service**

### Project Description

SFEI will work collaboratively with National Park Service personnel for the Mt. Wanda area at the NPS John Muir National Historic Site. For management purposes, the NPS needs to understand the conditions that existed during the period of historic significance that the Site is charged with interpreting, maintaining and restoring - roughly from the Spanish period through John Muir's time. However, the park lacks reference materials to support natural resource

managers in fulfilling this objective. The Mt. Wanda property (a parcel of the Site), which includes over 300 acres of undeveloped natural land, faces imminent threats, like invasive plants, watershed degradation, sudden oak death, and climate change. Furthermore, the differences in the current conditions compared to those at the time of John Muir are unknown. The purpose of this project is to acquire an understanding of historical environmental conditions for the Mt. Wanda property to inform resource management and in turn to help educate the public about how these landscapes changed over time and possible mitigation approaches against threats to local native resources.

SFEI will perform an investigation of the historical ecological characteristics of the site, and will compile and consolidate historical data to assess ecological and hydrogeomorphic conditions prior to significant 19th century modification. Based on the results, SFEI will interpret these data, and produce a technical memorandum describing the findings. NPS Resources staff will assist with data collection efforts in the NPS archival collections. In addition, the Site's Natural Resources Specialist will provide time and assistance towards project coordination and logistics, as well as facilitation of meetings and inter-organizational communications.

The results will be made public through various mediums. SFEI will produce a technical memorandum (20-40 pages) which the NPS will later finalize through internal manuscript publication procedures. The memo will describe the findings of the data collection and compilation, and will be illustrated and referenced. It will also describe the extent to which available data have been exhausted, and the potential benefits of further study. Using this memo, and the illustrations within it, the NPS will also develop web site content, handouts, and other interpretive materials for the general public and Site visitors.

## Relationship to Strategic Goals and Objectives

Strategic Focus Area	Technology											
	Clean Water											
	Resilient Landscapes								X			
Expected Main Outputs (aka deliverables)												
Public presentations												
GIS layers												
Technical memo												
Suggested Project Team Leadership	PI(s)				Robin Grossinger							
	PM				Ruth Askevold							
Strategic Objectives												
Goal 1: Science Support Services			Goal 2: Data and Information Access, Aggregation, and Usability			Goal 3: Communication & Forums						
Objective			Objective			Objective						
1.1	1.2	1.3	2.1	2.2	2.3	3.1	3.2	3.3	3.4			
X									X			

### Work Products

1. Progress reports.
2. A draft and a final illustrated technical memorandum (20-40 pages). The memo will describe the data sources acquired; source institutions; the associated information about historical ecological characteristics; and proposed next steps. We will assess what data are available but not acquired in this reconnaissance study that might be useful for further analysis. The memorandum will also provide illustration of some of the key data sources and references to those sources.
3. One field meeting at Mt. Wanda.
4. One shared work session at an archive and/or SFEI's office.
5. One presentation by SFEI.
6. GIS layers as developed upon completion of the project.
7. Two briefing and interpretive documents for the general public and Site visitors.

### Plans for 2012

Proposal (90% probability)

## Mark West Creek Historical Alignment

### PROJECT CODE

**70xx**

### START DATE

**Summer/Fall 2012**

### ANTICIPATED COMPLETION

**Summer/Fall 2013**

### TOTAL FUNDING

**Proposal for \$45,000**

### FUNDING FOR SFEI LABOR

**\$40,000**

### FUNDING FOR 2012 SFEI LABOR

**\$15,000**

### STATUS

**In Negotiations**

### DIRECT CLIENT

**Laguna de Santa Rosa Foundation**

### FUNDING SOURCE

**Sonoma County Water Agency**

### LEAD SCIENTIST

**Robin Grossinger/Chuck Striplen**

### PROJECT MANAGER

**Ruth Askevold**

### COLLABORATORS

**Laguna de Santa Rosa Foundation. Additional interest in project from SCWA (Grant Davis and Keenan Foster), SCAPOSD (Karen Gaffney), NCRWQCB (Steve Butkus and Rebecca Fitzgerald), USGS (Lorrie Flint), FIGR (Lorelle Ross), NOAA-NMFS (Brian Cluer and Dan Wilson), and others.**

### Project Description

This project will develop historical ecological data for the Mark West Creek and the broader Laguna de Santa Rosa area to aid conservation and planning efforts. The Laguna presents significant long-term restoration opportunities and a broad-based Historical Ecology Study will support these efforts,



provide a scientific basis, and catalyze local interest through compelling images and stories about the past, present, and future of the local landscape. This proposal is for the initial data gathering phase of the project, in anticipation from further funding of interested stakeholders.

### Relationship to Strategic Goals and Objectives

Strategic Focus Area	Technology									
	Clean Water									
	Resilient Landscapes		X							
Expected Main Outputs (aka deliverables)										
My Water Quality Estuary Health Portal										
Suggested Project Team Leadership	PI(s)		Robin Grossinger & Chuck Striplen							
	PM		Ruth Askevold							
Strategic Objectives										
Goal 1: Science Support Services			Goal 2: Data and Information Access, Aggregation, and Usability				Goal 3: Communication & Forums			
Objective			Objective				Objective			
1.1	1.2	1.3	2.1	2.2	2.3	3.1	3.2	3.3	3.4	
X										

### Work Products

Deliverables include GIS layers for the Mark West Creek study area and initial analysis of the creek alignment.

### Plans for 2012

Start project data collection.

## Flood Control 2.0: Rebuilding Habitat and Shoreline Resilience through a New Generation of Flood Control Channel Design and Management

#### PROJECT CODE

**70xx**

#### START DATE

**TBD**

#### ANTICIPATED COMPLETION

**TBD**

#### TOTAL FUNDING

**\$1,500,000**

#### FUNDING FOR SFEI LABOR

**\$850,000**

#### FUNDING FOR 2012 SFEI LABOR

**TBD**

#### STATUS

**In negotiations**

#### DIRECT CLIENT

**ABAG/SFEP**

#### FUNDING SOURCE

**EPA**

#### LEAD SCIENTIST

**Robin Grossinger and Lester McKee**

#### PROJECT MANAGER

**TBD**

#### COLLABORATORS

**BCDC, SF Bay Joint Venture, San Francisco Creek Joint Powers Authority, Committee for Green Foothills, Marin County Flood Control and Water Conservation District, Contra Costa County Flood Control and Water Conservation District.**

### Project Description

*Flood Control 2.0* is an effort to restore stream and wetland habitats, water quality, and shoreline resilience to San Francisco Bay. The project leverages local resources at forward-looking flood control

agencies through the Bay Area Flood Protection Agencies Association (BAFPAA) to redesign major flood control channels and transform costly sediment removal and disposal (“waste”) into resources for healthy Bay habitats and improved water quality.

Our broad local-regional partnership leverages flood control agency resources to significantly improve the amount, quality, and long-term resilience of Bay Area tidal wetlands, beaches and mud flats, and major creeks. We aim to incentivize these emerging approaches by helping local flood control agencies solve a suite of expensive, time-consuming, technical, financial, and regulatory challenges related to excessive in-channel sedimentation. This timely and comprehensive project takes advantage of the “second chance” provided by Bay Area history: the need and opportunity to rebuild aging or out-of-date flood control infrastructure at the Bay shore, while addressing the interrelated challenges of habitat restoration, ineffective sediment transport, increasing flood risk, and sea level rise (SLR).

The interface between flood control channels and the San Francisco Bay shoreline is one of the most ecologically important and societally challenging components of the Bay system. Historically, these were the Bay’s natural deltas; places of high ecological diversity and complexity. Then, as now, they were critically important as reliable rearing habitat for juvenile steelhead. These locations play a disproportionately important role in the sustenance of the Bay’s tidal marshlands, as the delivery points for watershed carbon and sediment.

Flood channels were designed to move water quickly to the Bay, with less consideration for sediment transport. As a result, coarser sediments often drop out of suspension and remain in many channels, requiring costly periodic maintenance removal. Resulting impacts include increased flood risk, frequent habitat disturbance, Bay marshes less resilient to SLR, and shoreline development more vulnerable to SLR effects. From a human and economic hazard perspective, these areas face increasingly high flood risk because of climate change and the predicted increases in storm intensity and sea level.

## Relationship to Strategic Goals and Objectives

Strategic Focus Area	Technology	X							
	Clean Water	X							
	Resilient Landscapes	X							
Expected Main Outputs (aka deliverables)									
Conceptual models									
Regional and science forums									
Public outreach									
Monitoring data									
Historical ecology reports									
Implementation toolbox documents and website									
Suggested Project Team Leadership	PI(s)	Robin Grossinger & Lester McKee							
Strategic Objectives									
Goal 1: Science Support Services	Goal 2: Data and Information Access, Aggregation, and Usability	Goal 3: Communication & Forums							
Objective	Objective	Objective							
1.1	1.2	1.3	2.1	2.2	2.3	3.1	3.2	3.3	3.4
X	X	X	X	X	X	X	X	X	X

## Work Products

- Regional historical ecology stream-shoreline map/database
- From sediment supply analysis: regional map/database of deposition, availability for reuse, and expenditure
- Classification scheme and conceptual models for channel re-design and sediment reuse
- Economic Analysis report
- Draft recommendations document on analysis of policy relating to sediment
- Planning guidance document on flood control and restoration projects
- Final project design for San Francisquito Creek project
- Post-project monitoring reports

- Novato Creek Historical Ecology report
- Final project design
- Pre-project monitoring data
- Walnut Creek Conceptual models
- Implementation toolbox documents and website (collated info about classification, models, guidelines, etc.)
- Develop sediment “match-up” online database, matching availability with opportunities for re-use

### Plans for 2012

TBD; develop work plan & subcontracts

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## Switzer Tribal Initiative

### PROJECT CODE

**7095**

### START DATE

**July 1, 2012**

### ANTICIPATED COMPLETION

**June 30, 2013**

### TOTAL FUNDING

**\$40,000**

### FUNDING FOR SFEI LABOR

**\$34,000**

### FUNDING FOR 2012 SFEI LABOR

**\$17,000**

### STATUS

**Pending July 12th Board approval of award**

### DIRECT CLIENT

**Switzer Foundation**

### FUNDING SOURCE

**Same**

### LEAD SCIENTIST

**Josh Collins**

### PROJECT MANAGER

**Chuck Striplen**

### COLLABORATORS

**Amah Mutsun Tribal Band, Graton Rancheria, EPA, NPS, State Parks, + others**

### Project Description

The goal of the Tribal Initiative is to develop and help implement regional and then statewide watershed and cultural landscape planning and an assessment framework using a combination of Traditional Ecological Knowledge, historical ecology, and conventional environmental science. The Tribal Initiative will focus on building capacity to establish the planning, organizational, and professional development required to sustain this effort for at least the next ten years. We approach this work with an existing network of willing and interested tribes, agency officials, NGOs, museums, and funders. Switzer-funded hours will be directed toward the following goals:

- Establishment of a Steering Committee including tribal leaders and professional staff, agency personnel, and SFEI senior staff to guide and advise the development of the Initiative;
- Development of a Strategic Plan, which will outline the goals, objectives, and vision for the administration and direction of this program.
- The development of a Sustainability plan articulating strategies for funding and staffing, including development of funding proposals for specific projects or operational support

### Relationship to Strategic Goals and Objectives

Strategic Focus Area	Technology	
	Clean Water	
	Resilient Landscapes	X
<b>Expected Main Outputs (aka deliverables)</b>		
Conduct outreach toward the development of a 7-member Advisory Board comprised of Tribal leaders and/or professional staff, agency personnel, and SFEI senior staff to guide and advise the development of the Initiative;		
The development of a Tribal Initiative Strategic Plan, which will outline the goals, objectives, and vision for the administration and direction of this program.		
The development of a Sustainability plan articulating strategies for funding and staffing.		
Development of funding proposals for specific projects or operational support.		
Suggested Project Team Leadership	PI(s)	Josh Collins
	PM	Chuck Striplen
<b>Strategic Objectives</b>		
Goal 1: Science Support Services	Goal 2: Data and Information Access, Aggregation, and Usability	Goal 3: Communication & Forums
Objective	Objective	Objective
1.1 1.2 1.3	2.1 2.2 2.3	3.1 3.2 3.3 3.4
X	X	X

### Work Products

Strategic & Sustainability Plans, professional development, additional funding proposals

### Plans for 2012

Selection of a steering committee and beginning work on Strategic Plan

### Project Status

A number of potential Steering Committee members have been approached, yielding positive sentiments. Anticipated start date of 7/1

## San Diego Regional Water Quality Control Board - 401 Tracking Support

#### PROJECT CODE

6534

#### START DATE

March 27, 2012

#### ANTICIPATED COMPLETION

March 31, 2014

#### TOTAL FUNDING

\$16,000

#### FUNDING FOR SFEI LABOR

\$16,000

#### FUNDING FOR 2012 SFEI LABOR

\$16,000

#### STATUS

In negotiations

#### DIRECT CLIENT

SCCWRP

#### FUNDING SOURCE

SWRCB

#### LEAD SCIENTIST

Meredith Williams

#### PROJECT MANAGER

Cristina Grosso

### Project Description

The primary goal of this project is to assist the San Diego Water Board (Region 9) with incorporating

project data associated with 401 certifications into the Wetland Tracker database so they can be displayed on the Wetlands Portal and EcoAtlas. SFEI will serve as a subcontractor to SCCWRP.

### Relationship to Strategic Goals and Objectives

Strategic Focus Area	Technology	X		
	Clean Water			
	Resilient Landscapes			
Suggested Project Team Leadership	PI(s)	Meredith Williams		
	PM	Cristina Grosso		
Strategic Objectives				
Goal 1: Science Support Services	Goal 2: Data and Information Access, Aggregation, and Usability			Goal 3: Communication & Forums
Objective	Objective			Objective
1.1 1.2 1.3	2.1	2.2	2.3	3.1 3.2 3.3 3.4
	X	X	X	X X X

### Work Products

This project has four main tasks:

1. Project administration and management.
2. Incorporate project information into the Wetland Tracker database for an estimated 150 projects. SCCWRP staff will provide information in an electronic template.
3. Support Online 401 project tracking by developing an online project tracking form to capture the additional fields of information required to move an approved 401 certification into the Wetland Tracker database for Southern California and support Region 9's participation in the Online 401 Pilot Study.
4. One shared work session at an archive and/or SFEI's office.

### Plans for 2012

Plans for 2012 include supporting Region 9's participation in the Online 401 Pilot Study and begin developing an online project tracking form to capture the additional fields of information required to move an approved 401 certification into the Wetland Tracker database for Southern California.

### Recent Findings and Publications

Region Board 9 staff and potential applicants participated in both of the recent Online 401 Training Webinars held on 6/20/12 and 6/26/12. Region Board 9 staff have reviewed the common Online 401 form and have provided minor edits.

### Project Status

In progress

## Prop 84 Green Infrastructure Master Planning Project

#### PROJECT CODE

TBD

#### START DATE

TBD

#### ANTICIPATED COMPLETION

TBD

#### TOTAL FUNDING

\$600,000

#### FUNDING FOR SFEI LABOR

\$319,250

#### FUNDING FOR 2012 SFEI LABOR

TBD

#### STATUS

In negotiations

#### DIRECT CLIENT

San Francisco Estuary Partnership

#### FUNDING SOURCE

Prop 84

#### LEAD SCIENTIST

Dave Senn

#### PROJECT MANAGER

Kristen Cayce

**COLLABORATORS**

**SFEP, Watearth, Inc, Dan Cloak Consultants, San Mateo County, Contra Costa County, cities of Redwood City, San Jose, Fremont, Oakland, and El Cerrito**

**Project Description**

All of San Francisco Bay and most of its contributing creeks are listed as impaired under Section 303(d) of U.S. Clean Water Act for a variety of pollutants. Impaired creeks experience problems related to increased peak flow, sediment erosion, and habitat degradation. The Bay Area Green Infrastructure Master Planning Project will provide municipalities with a Low Impact Development (LID) Toolkit and other planning assistance to help the municipalities strategically plan and implement LID projects at a watershed scale.

Because LID sites have not been comprehensively identified and evaluated in most jurisdictions, potential retrofit opportunities may be missed. LID implementation currently does not occur during regular infrastructure upgrades as part of municipalities Capital Improvements Plan (CIP) programs. In addition, LID sites are usually not included in planning and development opportunities funded locally by agencies such as the Metropolitan Transportation Commission (local expenditure of federal transportation funds). Sites that are not already designed do not qualify for the State Water Board’s Proposition 84 Stormwater Grant Program. In short, the lack of planning and design of effective and economically viable LID sites and features for local landscapes is a major barrier to wide-scale and efficient LID implementation in the San Francisco Bay Area.

The first task of the Bay Area Green Infrastructure Master Planning Project is to develop and demonstrate a transferable GIS-based LID Siting Toolkit. The Toolkit will facilitate identification, evaluation and ranking of potential sites based on both their relative feasibility (e.g., cost) and their potential effectiveness in reducing pollutant loads and impacts to beneficial uses of Bay Area rivers, lakes, and streams. Following development of the LID Toolkit, in the project’s second task, the project

team will collaborate with partnering Bay Area municipalities to develop Green Infrastructure Master Plans where conceptual designs for high priority project sites will be developed. In the third task, the project will also consider a variety of strategies to fund LID retrofits. Lastly, an education and outreach task will expand the reach and impact of the project: all products developed will be accessible by download from a publically accessible project website. One or more webinars will be presented to introduce the LID Toolkit to stormwater managers throughout California. Presentations to local agencies and the Association of Bay Area Governments (ABAG) Executive Board will also facilitate transfer of the tools and methodology. The Toolkit will be made available through California Stormwater Quality Association (CASQA) on its LID web portal, reaching all municipalities and consultants statewide.

**Relationship to Strategic Goals and Objectives**

Strategic Focus Area	Technology	X
	Clean Water	X
	Resilient Landscapes	X
Expected Main Outputs (aka deliverables)		
Development, demonstration, and delivery of the LID feasibility tool		
Case study on Green Infrastructure Master Plans in at least one watershed/area		
Development of an alternative compliance program acceptable to agencies and partnersg.		
Publication of a project website		
Suggested Project Team Leadership	PI(s)	Dave Senn, Lester Mckee, & Kristen Cayce
	PM	Kristen Cayce
Strategic Objectives		
Goal 1: Science Support Services	Goal 2: Data and Information Access, Aggregation, and Usability	Goal 3: Communication & Forums
Objective	Objective	Objective
1.1 1.2 1.3	2.1 2.2 2.3	3.1 3.2 3.3 3.4
X X X		

### Work Products

- Development, demonstration, and delivery of the LID feasibility tool
- Case study on Green Infrastructure Master Plans in at least one watershed/area
- Development of an alternative compliance program acceptable to agencies and partners
- Publication of a project websites

### Recent Findings and Publications

Community Conservancy Solutions. 2011. The Green Solution Project—Alameda County, Phase I.

David N., Lent, M., Leatherbarrow, J., Yee, D., and McKee, L., 2011. Bioretention Monitoring at the Daly City Library. Final Report. Contribution No. 631. San Francisco Estuary Institute, Oakland, California.

Kass, J., Walker, J., Cayce, K., Senn, D. and Williams, M. 2011. White Paper on Regional Landscape Characterization for Low Impact Development Site Suitability Analysis. SWRCB Agreement #06-345-552-0. Contribution No. 653. San Francisco Estuary Institute, Richmond, California.

Lent, M.A. and McKee, L.J., 2011. Development of Regional Suspended Sediment and Pollutant Load Estimates for San Francisco Bay Area Tributaries Based on Annual Scale Rainfall-runoff and Volume-concentration Models: Year 1 results. A Technical Report for the Regional Monitoring Program for Water Quality. San Francisco Estuary Institute, Oakland, CA.

### Project Status

SWRCB funding approval of staff recommendation.

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## Bayland Goals Project – Steering Committee and Upland Ecotone Workgroup

#### PROJECT CODE

**XXX**

#### START DATE

**June-2012**

#### ANTICIPATED COMPLETION

**December-2013**

#### TOTAL FUNDING

**\$50,000**

**Existing USFWS Contract - \$8,000**

**Proposal to Coastal Conservancy - \$32,000**

**SFEI Overhead - \$32,000 if not funded**

#### FUNDING FOR SFEI LABOR

**\$40,000**

#### FUNDING FOR 2012 SFEI LABOR

**\$20,000**

#### STATUS

**In negotiation**

#### DIRECT CLIENT

**USFWS, Coastal Conservancy**

#### FUNDING SOURCE

**Same as Client**

#### LEAD SCIENTISTS

**Josh Collins & Robin Grossinger**

#### PROJECT MANAGER

**Sarah Lowe**

#### COLLABORATORS

**Letitia Grenier (Independent Contractor)**

### Project Description

SFEI will participate on the Steering Committee of the Baylands Goals Project Climate Update and will co-chair the Project's Uplands Ecotone Workgroup. Robin Grossinger is the appointed Committee member with Lester McKee the alternate. Josh Collins will co-chair the Uplands Ecotone Workgroup and Kristen Cayce will participate in the Tidal Marsh Workgroup. Meetings will be held at a

minimum quarterly, and advice and review of project products is expected. At this time SFEI Overhead funding is available for this effort.

The Upland Ecotone Workgroup will be the main venue to integrate and align existing ecotone planning groups around the Bay. Specifically, SFEI will use the Workgroup to:

Develop criteria for the definition of the San Francisco Estuary Upland Ecotone;

Recommend a definition based on these criteria for use in the Baylands Goals Report, State of the Estuary Report, and other suitable reports and documents;

Recommend management actions for the Upland Ecotone under two sea level rise scenarios.

Review and recommend methodologies and tools for mapping the Upland Ecotone, and for identifying and prioritizing Upland Ecotone restoration opportunities;

### Plans for 2012

Participate in the Steering Committee; Convene Upland Transition Zone Workgroup and develop a workplan; Develop a definition

### Project Status

In negotiation

### Relationship to Strategic Goals and Objectives

Strategic Focus Area	Technology	
	Clean Water	
	Resilient Landscapes	X
Expected Main Outputs (aka deliverables)		
A summary of comments and consensus recommendations of the Workgroup regarding the tools and methodologies for mapping the Upland Ecotone, and for identifying and prioritizing Upland Ecotone restoration opportunities. I		
Suggested Project Team Leadership	PI(s)	Josh Collins & Robin Grossinger
	PM	Sarah Lowe
	Additional	Lawrence Leung
Strategic Objectives		
Goal 1: Science Support Services	Goal 2: Data and Information Access, Aggregation, and Usability	Goal 3: Communication & Forums
Objective	Objective	Objective
1.1 1.2 1.3	2.1 2.2 2.3	3.1 3.2 3.3 3.4
X X X	X X	X X X X



**Attachment 11**

<u>Last</u>	<u>First</u>	<u>Group</u>	<u>Affiliation/ Expertise</u>	<u>Officers</u>	<u>Elected (as Member)</u>	<u>Board Term Expires</u>	<u>Elected (as Officer)</u>	<u>Office Term Expires</u>	<u>Admin-Fiscal Committee</u>	<u>Audit Committee</u>	<u>Governance Committee</u>
Avalon	Mitch	SFEI	Management		June 2010	June 2013					
Callaway	John	SFEI	Science		June 2010	June 2014					
Creedon <sup>1</sup>	Pamela	ASC	RB5	ASC Vice- Chair/Secretary	Dec 2009		Dec 2011	Dec 2013			2011- present
Fiedler	Jim	SFEI	Management	SFEI Chair	Dec 1998	June 2013	June 2011	June 2013	2006-present		2011- present
Mulvey	Trish	SFEI	At-large		Jan 1998	June 2012			2006-present		2011- present
Olivieri	Adam	SFEI	RMP		June 2010	June 2014					
Pagano	Laura	ASC	BACWA		Feb 2011						
Ramo	Alan	SFEI	Environmental		June 2012	June 2013					
Salzman	Barbara	SFEI	Environmental	SFEI Vice-Chair	Sept 1995	June 2012	June 2010	June 2012	2006-present		
Schwinn <sup>2</sup>	Karen	SFEI <sup>3</sup> /ASC <sup>3</sup>	USEPA Government		SFEI Sept 2001 ASC Oct 2011	SFEI June 2012 <sup>4</sup>					
Stevens	Phil	SFEI	Environmental	SFEI Secretary	June 2010	June 2012	June 2012	June 2012			
Struve <sup>5</sup>	Kirsten	ASC	BACWA		June 2010						
Tucker	Dave	SFEI	Management	SFEI Treasurer	July 2008	June 2012	June 2010	June 2012	2010-present	2010- present <sup>6</sup>	
Whitney <sup>7</sup>	Vicky	ASC	SWRCB		October 2010						
Williams <sup>8</sup>	Dave	ASC	BACWA	ASC Chair	June 2009		June 2010	Dec 2012			2011- present
Wolfe <sup>9</sup>	Bruce	SFEI <sup>10</sup> /ASC	RB2 Government		SFEI Dec 2003 ASC Nov 2007	SFEI June 2012 <sup>11</sup>					
VACANT				ASC Treasurer							

Current as of 3/14/12, please notify Stephanie Seto of updates

<sup>1</sup>Alternate- Ken Landau

<sup>2</sup>Alternate- Luisa Valiela (SFEI & ASC)

<sup>3</sup>Non-voting

<sup>4</sup>Ex Officio

<sup>5</sup>Alternate- Jim Kelly

<sup>6</sup>Other Audit Committee Member(s)- Steve Slakey

<sup>7</sup>Alternate- Darrin Polhemus

<sup>8</sup>Alternate- Amy Chastain

<sup>9</sup>Alternate- Dyan Whyte (SFEI & ASC); Tom Mumley (ASC)

<sup>10</sup>Non-voting

<sup>11</sup>Ex Officio

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## Attachment 12

### Fiscal and Admin Committee Update – Jan-June 2012

June 29, 2012

Throughout the first half of the year, the Fiscal and Admin Committee worked to address the systemic issues associated with the previous year's shortfall. The committee has undertaken a critical review of reporting tools, operational approaches, and fiduciary oversight.

#### ***Back to Black strategy***

Staff identified four opportunities to improve financial position. The F&A committee has been monitoring progress on this "Back to Black" strategy.

1. **Increase staff billable performance.** 68.8% billable through May vs. target performance of 68.6%. The last three months were all above 70%. Many senior staff were especially billable which benefits revenue significantly. We expect to be slightly below target until the fall after the vacation season has ended.
2. **Increase multiplier.** The 2.7 ASC multiplier was determined to be inadequate to cover overhead costs and was a significant contributing factor to the 2011 revenue shortfall. An analysis of our multipliers indicated that a multiplier of 2.95 would be needed to cover 2013 costs. Both boards approved the multiplier increase. This is now in effect for new proposals as well as existing contracts that can bear the increase within contractual agreements and scope.
3. **Reduce number of low billable staff.** Job definitions have been redefined for some positions to bring them in line with our strategy while realigning responsibilities with billable work where possible. We will continue to review this during the second half of the year.
4. **Only hire staff that increase net revenue.** We have delayed hiring unbillable staff such as a deputy director, communications, or development director. Two new staff have been hired and we are currently interviewing for four highly billable staff

positions. There was some unexpected turnover which will require additional hiring to maintain the proper balance in overall staff billability.

### ***Operational performance***

#### Revised dashboard

Under direction from the committee, the dashboard was improved for better transparency and more consistency. Some metrics have been dropped for simplicity or to avoid redundancy. The dashboard now tracks a longer timeframe than in the past.

#### On Time On Budget

An analysis of projects completed in 2011 showed that a significant number of projects were either over budget or late. Several areas for improvement were identified and are being addressed by staff. Project managers have developed a more standardized approach to our budgeting process. The approach considers challenge areas that contributed to 2011's late or over-budget projects. Among those are the number of external partnerships required by a project, project risks (e.g., development of new scientific methods), and uncertainties in project scope or project costs (e.g., unanticipated permit costs) which may warrant contingency line items in contract budgets. A revised procedure for gathering client feedback after project completion is now in place. Project management training is an element of the overall Organizational Development plan being developed by Rainer Hoenicke in partnership with Roy Nonomura. Additionally, new deliverable tracking tools are being adopted for all programs based on the RMP methodology.

### **Audit Committee**

The Committee is currently considering whether to maintain an Audit Committee. A recommendation will be made in Q3 to the full board for consideration.