



FINAL AGENDA
Planning Workshop
in lieu of Regular Meeting

Board of Directors
Aquatic Science Center

To Be Held
September 2, 2010
10:00am-2:00pm

East Bay Regional Parks District Training Center
11500 Skyline Blvd.
Oakland, CA 94619

- | | |
|-------------|---|
| 10:00-10:15 | Roll Call and Approval of Agenda |
| 10:15-10:25 | Public Comments |
| 10:25-10:30 | Approval of June 3, 2010 meeting minutes |
| 10:30-10:45 | Overview of Strategic Planning Workshop and Meeting Objectives |
| 10:45-11:00 | Review ASC Major Activities and Milestones, Relationship to SFEI - 2008-2010 (Review first three years of history, current focus areas, and key initiatives underway/in development and intended results of strategic planning) - Need to differentiate ASC from SFEI |
| 11:00-11:15 | Break |

7770 Pardee Lane
Second floor
Oakland, CA 94621
p: 510-746-7334
f: 510-746-7300

BOARD MEMBERS

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Pamela Creedon

TREASURER
Frank Leung

EXECUTIVE DIRECTOR
Rainer Hoenicke

Bruce Wolfe

Darrin Polhemus

Doug Craig

Mike Connor

Kirsten Struve

Alexis Strauss

11:15- 11:45 **Desired Outcomes of Strategic Planning Process
(Defining a Strategic Planning Process and Desired
Outcomes of a Full-Day Retreat)**

Basic Terminology, e.g., vision, mission, goals, objectives, ends, means, purpose statements, business statements, focused on clear understanding of strategic planning process and products.

Obtain agreement on content, timeline and schedule of strategic planning process and draft agenda for 2011 Planning Meeting.

Getting Ready (decide what to accomplish; check readiness; choose participants; summarize org. history and profile; i.d. info needed for strategic plan; develop “plan to plan.”)

Articulating Mission and Vision

Assessing the Environment (document previous and current strategies; gather input/perspectives from internal and external stakeholders on perceptions and expectations of ASC; gather info about effectiveness of programs and activities; i.d. additional issues or questions)

Agreeing on Priorities (SWOT; set criteria for setting priorities; review, evaluate and identify “core mission” goals and objectives, decide on priorities; summarize scope and scale of programs; develop program metrics; develop 5-Yr financial projections)

Preparing the Strategic Plan (i.d. writer; agree on review/updating process; i.d. links to annual work plans; prepare the plan)

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11:45-12:15 Discuss ASC Mission/Purpose Statement and identify draft Goals and Objectives (What is the Center’s evolving “role”; evolution of water quality science needs and priorities to broader ecosystem-based science support; need to address program evaluation metrics.)

Mission/Vision
(reviewing mission/vision statements)

Goals and Objectives
(reviewing the Center’s Goals and Objectives)

12:15-12:45 Lunch Break (working lunch)
Brief staff reports on new initiatives and board feedback, follow-up recommendations

12:45-1:15 Discuss/identify set of ASC Organizational Options
(The Center’s role and function in transition; new environmental and science challenges, new information needs, new opportunities: Moving from *ad hoc* and opportunistic responses to more strategic, watershed/ecosystem/landscape-based responses and improved assessments of effectiveness and achievement of desired water quality and aquatic ecosystem “health” conditions.)

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1:15-1:45 Discuss/ Review Anticipated Opportunities for ASC

(What kinds of projects does the Center support; how are current approaches to developing new initiatives working?)



Should there be a Central Valley ASC office?

Expanded membership, formation of advisory committees, or *ad hoc* task forces

1:50-2:00

Summary of Meeting Agreements and Next Steps.

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Aquatic Science Center

Strategic Planning Meeting

September 2, 2010

**EBRPD Training Center
Oakland, California**

Overview of ASC Strategic Planning Pre-Planning Meeting Agenda

- **Review Goals and Objectives for Strategic Planning and for Outcomes for Pre-Planning Meeting**
- **Review Aquatic Science Center Major Activities: 2008-2010**
- **Discuss Strategic Planning Process and Desired Outcomes of a Full-Day Planning Meeting**
- **Review Mission and Goals and Objectives**
- **Identify a set of ASC Organizational Options for Analysis and review**
- **Review Anticipated Opportunities and Discuss Criteria for Review**
- **Identify next steps for strategic planning process**
- **Discuss/agree on draft agenda for full-day planning workshop in 2011**

ASC Strategic Planning Process and “Pre-Planning” Meeting Goals and Objectives

Agreement on a strategic planning framework and desired planning outcomes

Agreement on an efficient and streamlined strategic planning process and desired outcomes from a full-day strategic planning workshop in early 2011

Continued discussion of ASC’s evolving role and organizational options that could fit within larger strategic planning framework

Review ASC Project Selection Criteria and current/anticipated opportunities

Identify current priority issues to address re: early implementation

Agree on Next Strategic Planning Steps

ASC Goals

- Integrate, evaluate, manage, and report data and information about the condition of waters and aquatic ecosystems, stressors acting on conditions, and the potential implications of alternative management responses and scenarios
- Connect science to decision-making processes involving a broad array of stakeholders
- Provide a forum and mechanisms to refine and use adaptive management principles in beneficial use protection and restoration
- Strengthen the integration of regional monitoring information
- Communicate relevant conclusions to a wide variety of decision-makers
- Promote and administer the Bay Area Regional Data Center and provide information technology support
- Provide effective mechanisms for science support

ASC JPA Purpose and Goals

Purpose

The purpose of this JPA is to establish a separate public agency to promote and deliver scientific support services to governmental and non-governmental organizations in central and northern California that foster scientific understanding needed to protect and enhance the San Francisco Estuary.

Goals

The JPA will serve as a fiduciary agent, with the San Francisco Estuary Institute as the administrator, to assist with the efficient delivery of financial, scientific, monitoring, and information management support functions including:

(1) Integrating, evaluating, managing, and reporting of data and information about the condition of waters and aquatic ecosystems, stressors acting on conditions, and the potential implications of alternative management responses and scenarios;

(2) Connecting science to decision-making processes involving a broad array of stakeholders, and providing a forum and mechanism to refine and use adaptive management principles in beneficial use protection and restoration;

(3) Strengthening the integration of regional monitoring information generated through a variety of efforts, and communicating relevant conclusions to a wide variety of decision-makers;

(4) Promoting and administering the Bay Area regional data center in the California Environmental Information Exchange Network and providing information technology support to the Signatories to the agreement and others; and

(5) Providing an effective mechanism for science support to other public agencies involved in environmental planning and decision-making, as well as a forum for developing and adjusting the environmental management, policy, and assessment questions that form the basis of applied research and monitoring programs in aquatic ecosystems in central and northern California.

Governing Board

Together, the representatives from each Signatory agency shall establish a Governing Board of Directors (Board) for the Aquatic Science Center, which at a minimum is composed of the following:

(1) Deputy Director, Division of Water Quality, State Water Resources Control Board;

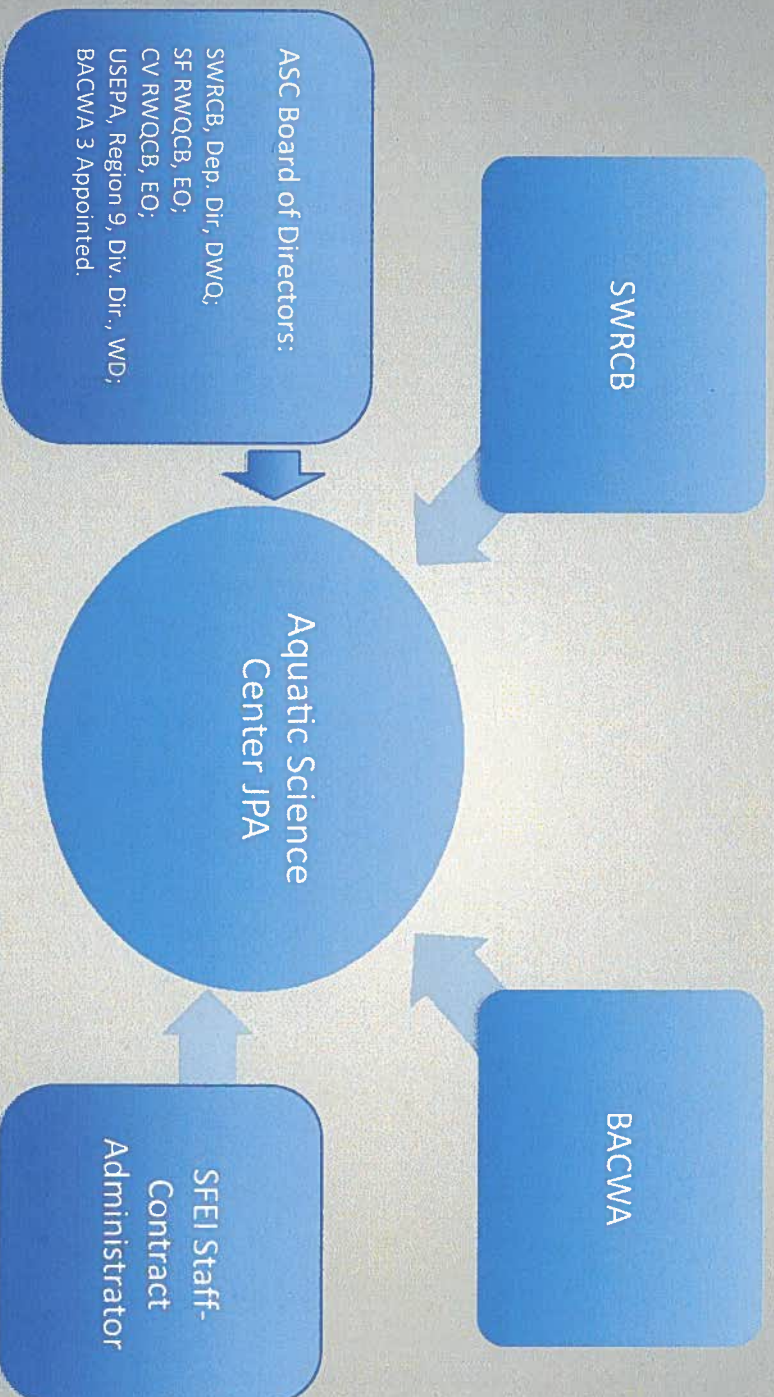
(2) Executive Officer, San Francisco Bay Regional Water Quality Control Board;

(3) Executive Officer, Central Valley Regional Water Quality Control Board;

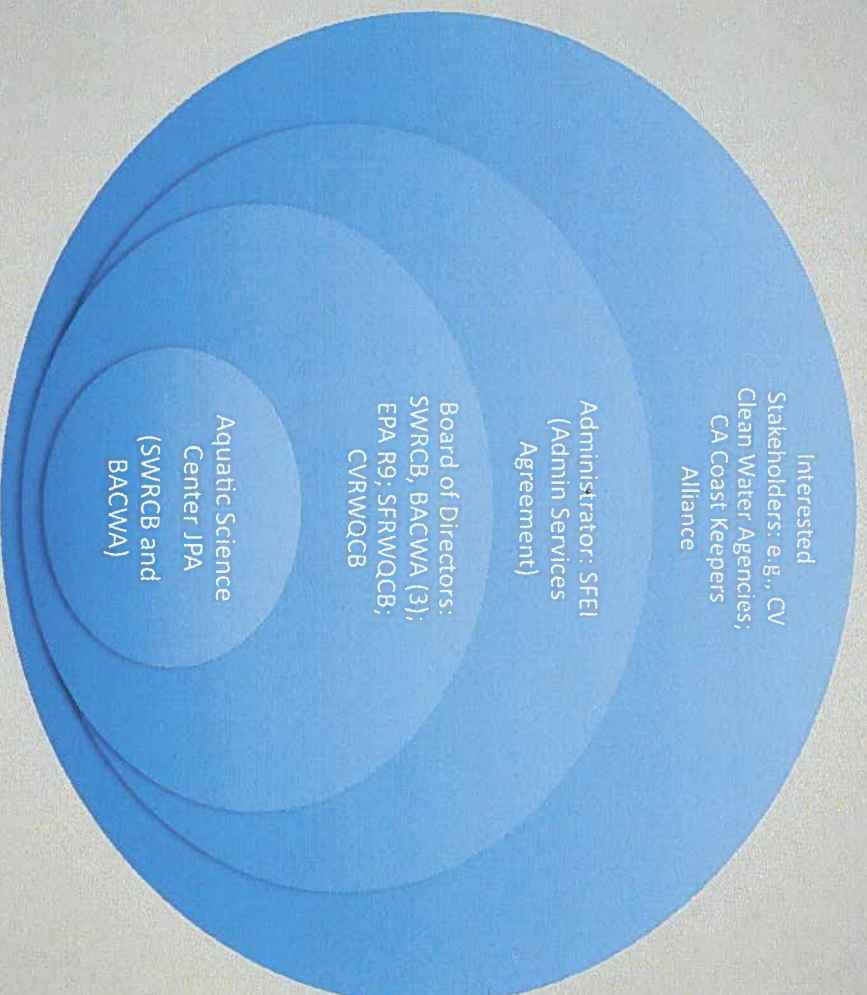
(4) Division Director, Water Division, U.S. Environmental Protection Agency, Region IX; and

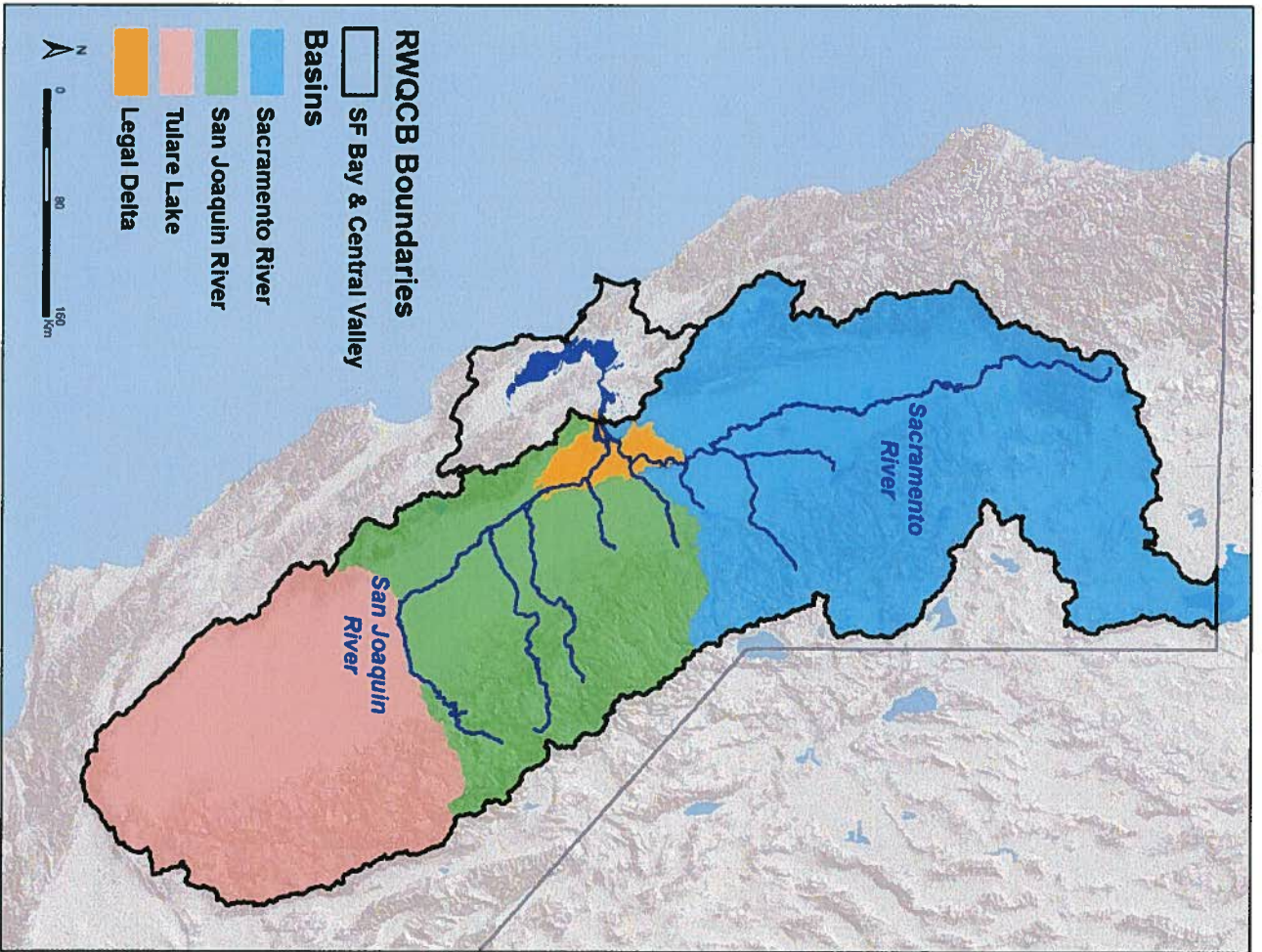
(5) Three directors appointed by BACWA.

Aquatic Science Center JPA



Aquatic Science Center JPA Partnership





ASC and SFEI Mission, Purpose Statement

SFEI Mission:

Foster the development of scientific understanding necessary to enhance and protect the San Francisco Estuary, through monitoring, research, and communication

ASC Purpose Statement:

- (a) Promote and deliver scientific support services to GOs and NGOs in central and northern CA that foster scientific understanding to protect and enhance the SF Estuary
- (b) Serve as fiduciary agent...to administer efficient delivery of financial, scientific, monitoring and info management support functions

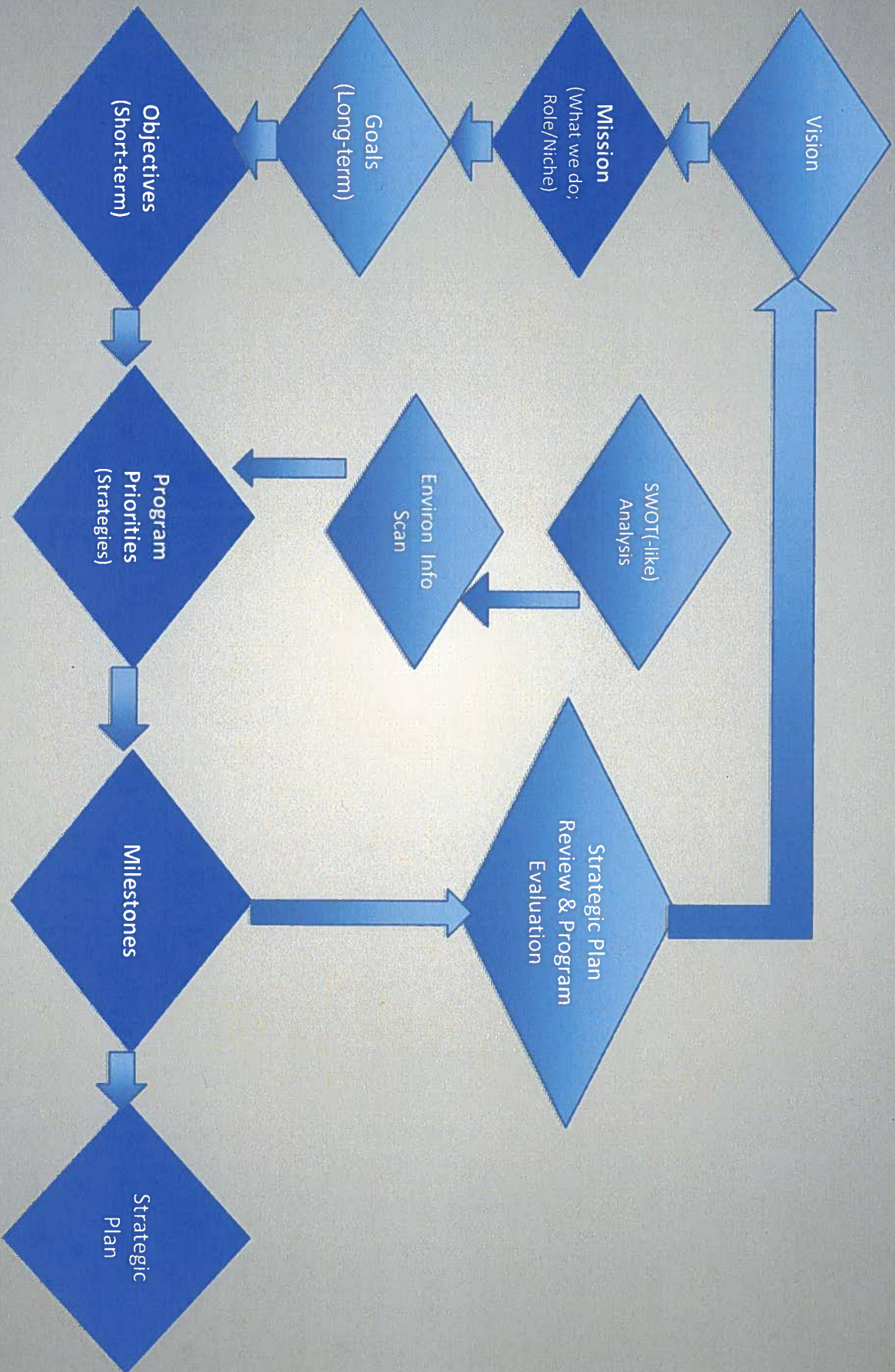
ASC Major Activities and Milestones 2006-2010

Major Activities	2006	2007	2008	2009	2010
Board Activities		November: Initial Meeting of the Bd of Directors; Bylaws adopted; ED approved; Adoption of the draft SFEI Services Agreement.	August: ED presents staff memo on Board Expansion Options; Bd discusses possible Bd expansion, but agrees to take "no action" and revisit issue in 2009.	June: Bd appoints RH as new ED.	June- 6/3 Joint Science Discussion with SFEI Board.
Program Planning		October: 2007-2008 Program Plan prepared (Draft; 10/17); November: Initial Program Plan reviewed, amended and approved by Bd.	February: Modified and adopted general guidelines for project selection; May: Program Plan for 2008/09 reviewed and approved by the Bd; Dec: Bd approved amendment to the 2008/09 Program Plan.	June: The Bd reviewed, discussed and revised the 2009/10 Program Plan;	March: Bd amends 2009/10 Program Plan; June: Board approves 2010/11 Program Plan and Associated Resolution.
Strategic Planning				Sept: ED suggests Bd brainstorm strategic direction of ASC, and Bd discusses use of SCCWRP strategic framework as benchmark and retreat in 2010 to discuss strategic initiatives and direction with staff; December: Board forms a Strategic Plan (SP) subcommittee with reps from State Board, RB 2 and RB 5 and BACWA. Sept: Consideration of Joint ASC-SFEI Science Briefings: Bd agreed to have quarterly ASC Bd meetings on the same day as SFEI Bd meetings.	March: Bd considers Work Plan for SP effort & agrees to conduct half-day strategic planning meeting with senior staff on 9/2. Focus will be on developing outcomes and agree on strategic planning process for full-day workshop in mid-2011; May: ED prepares revised draft outline for SP effort; June: Board endorses agenda for September 2nd SP workshop. RH to work with subcommittee on modifications to the initial work plan and fit scope to half day mtg.
Other	JPA: December- BACWA Executive Board approves JPA with State Water Board (Resolution No.10,855; 12-2	JPA: June- SWRCB authorizes the ED to enter into a JPA with BACWA to establish the Aquatic Science Center (Resolution No. 2007-0036; 6/19). July- JPA signed by both parties (6/22 and 7/6). ... SFEI Agreement: December- ASA (Administrative Services Agreement) signed	SFEI Agreement: February - Modification to the SFEI Agreement.		
Budget & Financials			August: Bd reviews 2007-2008 FY finances. September: Annual Audit due to State Controller by 9/30.	May: Bd approves F. Leung as Treasurer and Auditor. September- Annual Audit due to State Controller by 9/30.	September- Annual Audit due to State Controller by 9/30.

ASC Program Plan Summary 2008-2010

9/1/2010

ASC Program Plans 2008-10		2007-2008	2008-2009	2009-2010	2010-2011	Program Plan Comments
1 SFRMP	200,000-800,000 per year	200,000-800,000 per year	200,000-800,000 per year	200,000-800,000 per year	200,000-800,000 per year	
2 TMDL	100,000-500,000 per year	100,000-500,000 per year	100,000-500,000 per year	100,000-500,000 per year	100,000-500,000 per year	
3 DFG&IEP; POD	50,000-200,000 every few years	50,000-200,000	50,000-200,000	50,000-200,000	300,000-500,000	
4 Wetl. Restoration Options	50,000	50,000	50,000	50,000	150,000-300,000	
5 CV CWQMP	100,000	100,000	100,000	100,000	100,000-250,000	
6 SWAMP	100,000-250,000	100,000-250,000	100,000-250,000	100,000-250,000	100,000-250,000	
7 CA WQMC	50,000-200,000	50,000-200,000	50,000-200,000	50,000-200,000	50,000-200,000	
8 Delta RMP&SS	50,000-200,000	50,000-200,000	50,000-200,000	50,000-200,000	250,000-500,000	
9 Wetland Policy Support	250,000-350,000	250,000-350,000	250,000-350,000	250,000-350,000	250,000-450,000	
10 Wetl. Protection Perform.	300,000-450,000	300,000-450,000	300,000-450,000	300,000-450,000	300,000-450,000	
11 Wetland Tracking Tools	1,500,000-2,000,000	1,500,000-2,000,000	1,500,000-2,000,000	1,500,000-2,000,000	1,500,000-2,000,000	
12 Delta and CV HE	350,000-750,000	350,000-750,000	350,000-750,000	350,000-750,000	350,000-750,000	
13 Web Portal Development	\$1,000,000-2,000,000	\$1,000,000-2,000,000	\$1,000,000-2,000,000	\$1,000,000-2,000,000	\$1,000,000-2,000,000	
14 SFB/NC RDC	500,000-750,000	500,000-750,000	500,000-750,000	500,000-750,000	500,000-750,000	
15 SLB Cleanup Strategy	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	
16 CVWebtool	50,000-250,000	50,000-250,000	50,000-250,000	50,000-250,000	50,000-250,000	
17 CVSALTS	\$5,000,000	\$5,000,000	\$5,000,000	\$5,000,000	\$5,000,000	
18 SFB Exposure Reduction	500,000	500,000	500,000	500,000	500,000	
Program Plan Funding Target	650,000-2,100,000	2,750,000-5,100,000	5,050,000-9,750,000	10,550,000-16,925,000		
Number of program funding targ	7	11	16	18		
Program Funding Secured:						
Program Projects Funded						
Program Projects Initiated						
Program Projects On-Going						
Program Projects Completed						



ASC Draft Strategic Planning Process

Aquatic Science Center Strategic Planning September 2010

Strategic Planning Framework

Vision

(What we want to accomplish)

Mission

(What we do and how we accomplish it.)

(The Mission Statement is a short, concise statement that describes what the organization will strive to bring about.)

Goals

(Statements of what you wish to achieve over the Strategic Plan period)

Objectives

(Objectives are usually specific statements that contribute to the achievement of Goals)
("SMART" Goals and Objectives are defined as Specific, Measurable, Attainable, Realistic and Timely)

Program Priorities

(Programs and projects needed to fulfill Goals and Objectives)

Milestones

(Specific targets over specific time periods within SP period)

Strategic Plan

Strategic Plan Review and Program Evaluation

ASC 2010-11 Strategic Planning Schedule of Timeline, Tasks and Products

Draft 9/1/2010

	August 2010	September 2010	October - December 2010	Jan - March 2011	April - June 2011	July - September 2011
<p>ACTIONS</p>	<p>Finalize Agenda and supporting materials for Sept. 2 Board 1/2 day SP Workshop.</p>	<p>(9/2 Board Meeting) Discuss and reach preliminary agreement on: 1. Strategic Planning Framework and Desired Outcomes; ... 2. An efficient SP Process and Timeline ("Road Map"); and ... 3. Desired outcomes from a full-day SP Workshop in early 2011. ... 4. Continue discussion RE: ASC's evolving role, mission, goals, objectives and early opportunities. ... (Post Board Meeting) Agreement on next SP steps (led by ED and BOD SP subcommittee).</p>	<p>1. Solicit input from key stakeholders and finalize SP Framework, Desired Outcomes and Timeline; ... 2. Draft Agenda/Program for full-day SP Workshop in early 2011; ... 3. Identify information needs and sources for 2011 SP Workshop e.g. need for revised Vision/Mission Statement, criteria for priority setting, SP metrics; ... 4. Identify, enlist and assign SP tasks to key personnel; ... 5. Collect data (including key informant input) and further develop information needed for 2011 SP Workshop and the Strategic Plan.</p>	<p>1. Collect data (including key informant input) and further develop information needed for 2011 SP Workshop and the Strategic Plan, including SWOT-like analysis, criteria for priority setting, and SP metrics; ... 2. Finalize Agenda/Program for full-day SP Workshop in early 2011; ... 3. Plan for and conduct full day retreat/ planning SP Workshop: Board/Staff.</p>	<p>1. Prepare & review draft of Strategic Plan.</p>	<p>1. Review, Revise (and adopt) Final 5-yr. Strategic Plan; ... 2. Prepare and review draft and final version of 3-yr. Program and Financial Implementation Plan (2-3 yrs.); ... 3. Establish tri-annual review process (Strategic Planning Calendar and Schedule).</p>
<p>PRODUCTS</p>	<p>• Agenda and supporting materials for Sept. 2 Board 1/2 day SP Workshop.</p>	<p>• Board Minutes and Consultant Memo (Next Steps Guidance), including Draft Strategic Planning Framework, Desired Outcomes, Schedule and Timeline of Tasks to complete SP process.</p>	<p>• SP Framework, Desired Outcomes and Timeline; ... • Agenda/Program for full-day SP Workshop in early 2011; ... • List of information needs, tasks and assignments in preparation for 2011 SP Workshop; ... • Initial information development to support SP process e.g. Initial key informant input.</p>	<p>• Agenda and packet for SP Workshop, including information needed to support SP process; ... • SP Workshop Minutes and Report (Next Steps); ... • Draft SP Metrics.</p>	<p>• Draft Strategic Plan, including revised SP Metrics.</p>	<p>• Final Strategic Plan (5 yrs.); ... • Program and Financial Implementation Plan (2-3 yrs.); ... • Planning Calendar and Schedule.</p>

ASC Goals

- Integrate, evaluate, manage, and report data and information about the condition of waters and aquatic ecosystems, stressors acting on conditions, and the potential implications of alternative management responses and scenarios
- Connect science to decision-making processes involving a broad array of stakeholders
- Provide a forum and mechanisms to refine and use adaptive management principles in beneficial use protection and restoration
- Strengthen the integration of regional monitoring information
- Communicate relevant conclusions to a wide variety of decision-makers
- Promote and administer the Bay Area Regional Data Center and provide information technology support
- Provide effective mechanisms for science support

ASC Project Selection Criteria

- Supplemental to SFEI Program Plan
- Interest to multiple member agencies
- Facilitates science framework development for management issues
- Leads to collaboration with tech leaders and establishes scientific precedent
- Demonstrates expertise, capacity, sci. equipment, methods currently lacking in commercial or consulting sector
- Designed to develop scientific tools for decision making and fostering understanding among non-technical audiences