

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

**To Be Held  
March 1, 2012  
Time: 9:30 a.m. – 2:00 p.m.**

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

**FINAL AGENDA**

**Joint Business**

|           |   |   |
|-----------|---|---|
| <b>1.</b> | <b>Call to Order and Approval of Agendas</b>  | 9:30<br>Dave Williams<br>Jim Fiedler      |
| <b>2.</b> | <b>Public Comments</b>  | 9:35                                      |
| <b>3.</b> | <b>Action: December 7, 2011 Meeting Minutes and follow-up Actions - Approval</b><br><b>Desired Outcome:</b> Approval of December 7, 2011 Meeting Minutes and follow-up Actions (Attachment 1)   | 9:45<br>Dave Williams<br>Jim Fiedler      |
| <b>4.</b> | <b>Information and Discussion: ED Report and Quarterly News Highlights</b> (Attachments 2a, b)  | 9:50<br>Rainer Hoenicke                   |
| <b>5.</b> | <b>Information and Discussion: Implementation Plan Update and SMART Actions</b>   | 10:30<br>Rainer Hoenicke,<br>Josh Collins |
| <b>6.</b> | <b>Action: Joint Governance Committee Report</b><br><b>Desired Outcome:</b> Endorsement of Draft Charter in Concept, Timeline and Milestones for Re-structuring both Boards (Attachments 3a, b) | 10:50<br>Dave Williams<br>Jim Fiedler     |
| <b>7.</b> | <b>Action: Program Plan and Budget Amendments</b><br><b>Desired Outcome:</b> Approve Q2 Program Plan and Budget Amendments (Attachment 4)   | 11:20<br>Rainer Hoenicke                  |

**LUNCH BREAK  
12:00-12:45**

**Joint Business, continued**

|    |  |                                   |
|----|--|-----------------------------------|
| 8. | <b>Proposed Agenda Items for June 14 Meeting</b>           | 12:45<br>Group                    |
| 9. | <b>Adjourn Joint Meeting and call ASC Meeting to Order</b> | 12:50<br>Jim Fiedler, Bruce Wolfe |

**Aquatic Science Center Business Meeting**

|           |   |                                    |
|-----------|---|------------------------------------|
| ASC<br>1. | <b>Discussion: Filling Vacant Treasurer Position</b><br><b>Desired Outcome:</b> Recommend approach to designating Treasurer | 12:50<br>Bruce Wolfe               |
| ASC<br>2. | <b>Adjourn and call SFEI Meeting to Order</b>   | 1:05<br>Bruce Wolfe<br>Jim Fiedler |

**San Francisco Estuary Institute Business Meeting**

|            |  |  |
|------------|--|--|
| SFEI<br>1. | <b>Action: Board Terms</b><br>Terms expired for John Callaway and Adam Olivieri in June 2011.<br><b>Desired Outcome:</b> Renew terms | 1:05<br>Jim Fiedler                    |
| SFEI<br>2. | <b>Information: Admin-Fiscal Update</b><br>Back to Black – Proposed steps toward recovery from a \$230,000 deficit (Attachment 6)    | 1:25<br>Dave Tucker<br>Rainer Hoenicke |
| SFEI<br>3. | <b>Information: ED 360 Review Update</b>   | 1:45<br>Jim Fiedler                    |
| SFEI<br>4. | <b>Adjourn</b>   | 2:00<br>Jim Fiedler                    |

**Attachment 1**

| Action Item  | Who?                       | When?   | Date Completed |
|--|----------------------------|---|----------------|
| 1. Signatories: Figure out how to structure delegation in ED's absence; Follow-up at March 2012 meeting.   | Admin-Fiscal Committee     | Completed   | 02/16/2012     |
| 2. Brown-bags: Requested a more timely way be found to bring future brown-bag seminars to the attention of the Board.  | Dr. Hoenicke               | In Progress; scheduling is part of Science Forum check ins and will become part of Intranet communication |                |
| 3. Marine Life Protection Act: Board would like to receive a pre-release of the draft report draft prior to the Delta Plan being finalized by the Delta Stewardship Council. | Dr. Hoenicke               | In Progress   |                |
| 4. Clarification of Strategic Goal 3: Delete 'Forum' and 'Outreach' from Goal 3. Delete 'public' from Objective 3.4.   | Dr. Hoenicke               | Completed   | 12/08/2011     |
| 5. ASC participation in A&F Committee: This will be a task for the Governance Committee and they will have an answer for the Board by the June 2012 meeting.                 | Board Governance Committee | In Progress   |                |

**Joint Meeting of the Boards  
Aquatic Science Center and San Francisco Estuary Institute  
December 7, 2011  
9:30 a.m.-3:30 p.m.**

**Members Present:**

Pamela Creedon  
Darrin Polhemus  
Laura Pagano  
Amy Chastain  
Kirsten Struve  
Tom Mumley  
Bruce Wolfe  
Jim Fiedler  
Alan Ramo  
Phil Stevens  
Barbara Salzman  
John Callaway  
Trish Mulvey  
Jeff Haltiner  
Adam Olivieri  
Mitch Avalon  
Dave Tucker via conference phone

**Others Present:**

Jim McGrath  
Fred Nichols  
Rainer Hoenicke  
Kelleen Griffin  
Stephanie Seto  
Howard Zangwill\*  
Alyce Ujihara\*  
Tivo Rojas\*  
Steve Weisberg  
\* = morning only

## **Joint Meeting**

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

The meeting was called to order by Mr. Fiedler, SFEI Board Chair and Ms. Creedon, ASC Vice-Chair (in Mr. Williams' absence), at 9:35 a.m. All were in favor of the approval of agenda for the joint meeting portion of the day.

### **2. Welcome to both Boards and Thank-You to Outgoing Board Members**

Dr. Hoenicke welcomed both Boards to the first joint Board meeting. He thanked outgoing Board members, Mr. McGrath and Dr. Nichols for many years of service. Dr. Hoenicke also highlighted that Ms. Strauss had passed the baton onto Ms. Schwinn who now represents both ASC and SFEI Boards for USEPA Region IX.

### **3. SFEI and ASC Audit Highlights and Audit Committee Recommendations**

Mr. Zangwill summarized the audit report by saying there were no issues from an audit perspective; good controls were in place with minimal audit adjustments. There was discussion about the process for signing contracts. The Board asked the Admin-Fiscal Committee to discuss how to structure delegation in the Executive Director's absence. There will be follow-up at the next Board meeting. Mr. Tucker pointed out that the minutes of the Audit Committee recommended the search for a new Auditor. From a Board standpoint, the Audit Committee is also the entity that would be making the selection for next year's auditor. This is not the responsibility of the Admin-Fiscal Committee.

### **4. ED Report and Quarterly News Highlights**

Dr. Hoenicke noted the smooth transition of the move from Pardee Lane to Central Ave. He acknowledged the dedication of the staff members that were involved in the move. Highlights of the State of the Estuary Conference were discussed. Dr. Hoenicke pointed out that the Napa Historical Ecology Atlas would be published by UC Press early next year, and that UC Press is accepting pre-orders of the book on their website. He also mentioned Dr. Collins' presentation at a conference sponsored by the building industry, and how that sector might want to use the information that the Institute provides. Another prominent report, through the San Francisco Estuary Project had been finalized. It came from American Recovery and Reinvestment Act dollars and tied right into the Proposition 13 grant where Dr. McKee was Principal Investigator. Dr. Klosterhaus and Dr. McKee worked closely on this project, with Jennifer Hunt as project manager, to evaluate the extent to which materials in buildings constructed prior to the restrictions on the use of PCBs might contribute to additional loads to surface waters without additional control measures. This report will come in handy for the PCB TMDL implementation. It will be on the SFEI website shortly. Dr. Hoenicke was proud to mention that the California

Academy of Sciences had asked SFEI to participate on their Technical Science Advisory Team, with Robin serving as the moderator at the December 8 Morrison Planetarium event about valley oaks. He then spoke about the write-up that Ms. Griffin did on her visit to Stanford for the Nonprofit Management Institute Conference. The conference focus was Funding Models and Collective Impact. The Board requested that a more timely way be found to bring future brown-bag seminars to the attention of the Board.

#### **5. Update on Mercury Exposure Reduction Project**

Dr. Hoenicke introduced Ms. Ujihara and Mr. Rojas from the California Department of Public Health (CDPH). Dr. Hoenicke gave a quick summary of take-home messages and engaged the Board in a few questions that came up during the November 22<sup>nd</sup> meeting with Regional Board staff, BACWA staff, and Industrial representatives. Take-home message from this discussion: Long-term funding needs to be developed for maintaining and transferring workable approaches for limiting mercury exposure to sportfish-consuming populations. Ms. Creedon would like to get her staff engaged in follow-up discussions and figure out ways to transfer lessons learned in the Bay Area to the Delta, but needs to figure out next steps before doing so.

#### **6. Toward Board Unification, Phase 1: Reducing the size of the “Transition Board.” Short-term governance needs**

The Board agreed in September to bring up the approach for unifying the SFEI and ASC Boards in the sense that there would be overlapping Board membership while maintaining two separate organizations for the time being. Dr. Hoenicke proposed the idea of forming a joint Governance Committee to work with an external consultant on how to go about unifying the Board (reducing to a more manageable number of member seats between now and June 2012) while meeting principles agreed to at the September 2011 meeting. Dr. Hoenicke suggested that the Governance Committee be an ad hoc committee to streamline deliberations. As Chairs of the two Boards, Mr. Williams and Mr. Fiedler agreed to be Co-Chairs of the Governance Committee and recruit help from the membership of both Boards.

#### **7. Clarification to Goal 3 of ASC-SFEI Strategic Plan**

Both Boards had approved the Strategic Plan at their respective September meetings; however, the SFEI Board and Subcommittee suggested more elaboration on Strategic Goal 3. The Boards reviewed the edits and determined to make the following modifications to Goal 3 and Objective 3.4, from:

*“Goal 3: Forum Communication & Outreach”*

to

*“Goal 3: Communication”*

and, from

*“Provide public platforms where emerging and identified problems with the environmental health of aquatic ecosystems are discussed...”*

to

*“Provide platforms where emerging and identified problems with the environmental health of aquatic ecosystems are discussed...”*

Ms. Salzman made a motion to approve the modification. The motion was seconded by Dr. Callaway and passed unanimously.

#### **8. Update on Marine Life Protection Act and status on San Francisco Bay Options Report under the Marine Protected Areas Program**

Dr. Hoenicke gave a brief update. He spoke with Ken Weisman, Executive Director of the Marine Life Protection Initiative, to determine the status of the San Francisco Bay options report under the Marine Protected Areas Program. The report won't be released until the Delta Stewardship Council has weighed in on the options report. Its expected release is Spring 2012. The Board requested that Dr. Hoenicke inquire about receiving a pre-release of the draft report prior to the Delta Plan being finalized by the Delta Stewardship Council.

#### **9. Strategic Plan Implementation Update**

Dr. Hoenicke gave a status update on the technical and scientific aspects of implementation and the developing plans for implementation. He reviewed the timeline at the end of Attachment 6. He mentioned that the implementation plan was not finished yet, but wanted to give the Board an idea of what direction it was heading. Dr. Hoenicke also mentioned that there was a roadmap lined out until March 2012 and would give status updates to the Board on a regular basis. He indicated that any feedback from Board members would be helpful via e-mails or phone calls. The Board asked for a few clarifications, which resulted in an observation that staff should be careful in not duplicating or complicating staff functions that might place too much burden on overhead.

## **10. 2012 Meeting Dates and Proposed Agenda Items**

Future meeting dates:

- March 1, 2012
- June 14, 2012
- September 13, 2012
- December 5, 2012

Proposed future agenda items:

- Update on sea-level rise
- Update on emerging conceptual model through the RMP
- Update on MPLA Program

### **ASC Business Meeting**

Dr. Hoenicke mentioned that the draft agenda for the ASC Business Meeting required a modification, since the agenda package was printed prior to staff recognizing that the terms of two of ASC's Officers expired in December – Ms. Pamela Creedon as Vice-Chair and Secretary, and Mr. Frank Leung as Treasurer. Mr. Wolfe made an emergency motion to amend the agenda. The motion was seconded by Ms. Struve and passed unanimously. Mr. Polhemus made a second motion to extend Ms. Creedon's term as Vice-Chair/Secretary and replace Mr. Leung with Ms. Griffin as Treasurer. The motion was seconded by Mr. Wolfe and passed unanimously.

### **11. Public Comments**

None.

### **12. Action Items**

Mr. Polhemus made a motion to approve the September 2, 2011 meeting minutes. The motion was seconded by Ms. Struve and passed unanimously. Mr. Polhemus made a motion to approve the Program Plan update and Budget. The motion was seconded by Mr. Wolfe and passed unanimously.

### **13. Adjourn**

### **SFEI Business Meeting**

### **14. Consent Calendar**

Ms. Mulvey made a motion to approve the agenda and September 9, 2011 meeting minutes. The motion was seconded by Dr. Haltiner and passed unanimously.



**15. Admin-Fiscal Update**

Ms. Griffin gave kudos to the Accounting team for their recent work on the audited financials and the accounts receivable collections. She mentioned that sufficient proposals were in the pipeline. Performance evaluations have been postponed and will take place in February 2012. She explained that they were postponed to re-do the entire process for a more streamlined approach. It was asked if there would be Aquatic Science Center participation in the SFEI Admin-Fiscal Committee. Dr. Hoenicke mentioned that the newly created Governance Committee would come up with a recommendation at the June 2012 meeting. He also pointed out the distinct shift in how many projects and how much more funding was now coming through Aquatic Science Center than SFEI.

**16. Approval of 2012 Program Plan and Budget**

Ms. Mulvey made a motion to approve the 2012 Program Plan and Budget, Resolution approving the Plan, and Resolution delegating authority to the Executive Director. The motion was seconded by Ms. Salzman and passed unanimously.

**17. Adjourn for Building Tour**





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and the SAN FRANCISCO  
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# Executive Director's Report

## March 1, 2012

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#### D. Staffing Updates

## A. Introduction

Most months of 2011 experienced losses due to consistently lower staff hours dedicated to cost-reimbursable projects than anticipated in the 2011 Program Plan. I had asked Kelleen Griffin in November, following our move to Richmond, to focus her efforts on diagnosing ALL causes related to not meeting our Program Plan projections, not merely the obvious ones related to the move and organizational improvement efforts. Following her separation from the Institute in December, this analysis fell onto Lawrence, Frank, and me. The Fiscal and Administration Committee of the Board is now working closely with me to develop much clearer targets we may track on a biweekly basis and triggers for action if certain targets aren't met. The "Dashboard" and indicators of financial health that will be included in future agenda packages for the full Board to take note of will be overhauled considerably (see SFEI Item 3, Action Table in the Committee Report).

This report still contains information presented in the same format as in 2011 but with the budget review for the full year included. The take-home messages from the analysis so far include:

- 2011 was an anomalous year, and it would have been possible to generate a small surplus if we had decided to renew our lease in Oakland and postpone organizational development efforts.
- SFEI/ASC has structural imbalances. Our overhead rates for both organizations have not changed and need to be adjusted to reflect increased health-care costs, our new rent structure, and a greater percentage of work dedicated to general organizational support functions (building management, HR tasks, IT infrastructure maintenance and operations, desktop support, website upgrades and maintenance, etc.) In addition, the salary multiplier for ASC is set too low at 2.7, compared to SFEI's multiplier of 2.85.
- We have an imbalance of staff billing primarily to overhead tasks compared to those billing to cost-reimbursable tasks.
- We can generate a surplus in 2012 by: (a) hiring additional scientists and technology staff that are highly billable, (b) increasing the utilization goals of a few key staff members on a short-term basis (6-12 months), (c) deferring hiring staff that do not generate net revenue.
- We need to plan for bringing structural issues into balance that includes: (a) re-negotiation of the SFEI-ASC administrative services agreement to reflect our true overhead costs that require the same multiplier as the negotiated SFEI multiplier; and (b) a consistent, Institute-wide budget development methodology that incorporates sufficient contingencies into appropriate project line items.

**Table 1 2011 and 2011 End of Year Comparisons**

2011 Budget versus Actual

|                   | 2011 Budget | % of Revenue | Total Actuals for the Year | % of Revenue | Difference Over / (Under) |
|-------------------|-------------|--------------|----------------------------|--------------|---------------------------|
| Labor Revenue     | \$5,206,459 |              | \$4,692,072                |              | (\$514,387)               |
| Other Revenue     | \$8,500     |              | \$14,806                   |              | \$6,306                   |
| Less:             |             |              |                            |              |                           |
| Admin Expense     | \$799,000   | 15.35%       | \$789,547                  | 16.77%       | (\$9,453)                 |
| IT Expense        | \$149,250   | 2.87%        | \$66,451                   | 1.41%        | (\$82,799)                |
| Labor Expense     | \$4,152,144 | 79.75%       | \$4,079,738                | 86.68%       | (\$72,406)                |
| Total Expenses    | \$5,100,394 | 97.96%       | \$4,935,736                | 104.86%      | (\$164,658)               |
| Surplus/(Deficit) | \$114,565   | 2.20%        | (\$228,858)                | -4.86%       | (\$343,423)               |

2010 Budget versus Actual

|                       | 2010 Budget | % of Revenue | Total Actuals for the Year | % of Revenue | Difference Over / (Under) |
|-----------------------|-------------|--------------|----------------------------|--------------|---------------------------|
| Labor Revenue         | \$4,986,541 |              | \$4,505,956                |              | (\$480,585)               |
| Other Revenue         | \$0         |              | \$25,151                   |              | \$25,151                  |
| Less:                 |             |              |                            |              |                           |
| Admin Expense         | \$785,300   | 15.08%       | \$718,273                  | 15.31%       | (\$67,027)                |
| IT Expense            | \$124,780   | 2.40%        | \$80,159                   | 1.71%        | (\$44,621)                |
| Labor Expense         | \$3,893,990 | 74.79%       | \$3,652,018                | 77.83%       | (\$241,972)               |
| Total Expenses        | \$4,804,070 | 92.27%       | \$4,450,451                | 94.85%       | (\$353,619)               |
| Program Discretionary | \$36,000    |              |                            |              | (\$36,000)                |
| Surplus/(Deficit)     | \$146,471   | 2.81%        | \$80,656                   | 1.72%        | (\$65,815)                |

**Table 2 Dashboard - Financial and Operational Effectiveness - Final Quarter of 2011**

Monetary figures in '000s

| ITEM # | METRIC                                | "POSITIVE / NEGATIVE TREND" | 2011 TARGET | STATUS | DEC     | STATUS | NOV     | STATUS | OCT     | DEFINITION   | NOTES/CORRECTIVE ACTION  |
|--------|---------------------------------------|-----------------------------|-------------|--------|---------|--------|---------|--------|---------|--|--|
| 1      | YTD labor revenue                     | +                           | \$5,206     |        | \$4,692 |        | \$4,295 |        | \$3,964 |  |  |
|        | Budgeted labor revenue/rolling target |                             |             |        | \$5,206 |        | \$4,773 |        | \$4,339 |  |  |
|        | YTD / Budgeted labor revenue          |                             |             |        | 90.1%   |        | 90.0%   |        | 91.4%   |  |  |
| 2      | Unrestricted Cash Reserve             | -                           | \$450       |        | \$312   |        | \$329   |        | \$432   | Cash in hand - restricted cash                         |  |
| 3      | Days of funding in reserve            | +                           | 40          |        | 24      |        | 23      |        | 32      | Item 2 / Item 12 * 30                                  |  |
| 4      | Net Cash                              | -                           | \$250       | ●      | \$81    | ●      | \$86    | ●      | \$222   | Cash in hand - restricted cash - A/P - accrued payroll |  |
| 5      | YTD surplus/ (deficit)                | +                           | \$45        |        | (\$229) |        | (\$237) |        | (\$145) |  |  |
| 6      | Monthly surplus/ (deficit)            | +                           | \$5         | ●      | \$8     | ●      | (\$92)  | ●      | (\$51)  |  | ~\$13K prebilled (4072.00 Reference Site)                                    |
| 7      | Monthly billed labor revenue          | +                           | \$420       |        | \$383   |        | \$331   |        | \$351   |  |  |
| 8      | Billable hours                        | +                           | 5,425       | ●      | 4,564   | ●      | 4,199   | ●      | 4,501   |  |  |
| 9      | Billable percentage                   | +                           | 69.0%       | ●      | 70.3%   | ●      | 57.2%   | ●      | 63.1%   | Direct / (Total - Benefits)                            | Didn't translate to higher than expected profits due to holidays & vacations |
| 10     | Net Current Assets                    | +                           | \$1,125     | ●      | \$819   | ●      | \$691   | ●      | \$799   | Net cash + A/R   |  |
| 11     | Retainage                             | +                           |             |        | \$46    |        | \$59    |        | \$57    |  |  |

Continued on next page

**Table 2 Dashboard - Financial and Operational Effectiveness - Final Quarter of 2011 (con’t)**

| ITEM #                           | METRIC                                | "POSITIVE / NEGATIVE TREND" | 2011 TARGET | STATUS                            | DEC                            | STATUS  | NOV     | STATUS | OCT     | DEFINITION  | NOTES/CORRECTIVE ACTION |
|----------------------------------|---------------------------------------|-----------------------------|-------------|-----------------------------------|--------------------------------|---|---------|--------|---------|---|-------------------------|
| <b>Expenses</b>                  |                                       |                             |             |                                   |                                |   |         |        |         |   |                         |
| 12                               | Total                                 | +                           | \$375       |                                   | \$383                          |   | \$422   |        | \$399   | Labor expense + overhead expense  | \$2.5K moving expenses  |
| 13                               | Overhead                              | +                           | \$78        |                                   | \$51                           |   | \$82    |        | \$59    | All fixed and discretionary   |                         |
| 14                               | Controllables                         | +                           | \$26        |                                   | \$10                           |   | \$11    |        | \$9     | "Discretionary spending (consultants, conferences, travel, soft/hardware, training, etc.)"                      |                         |
| <b>Operational Effectiveness</b> |                                       |                             |             |                                   |                                |   |         |        |         |   |                         |
| 15                               | Actual hours vs Projected hours       | -                           | 90%         |                                   | 71%                            |   | 76%     |        | 63%     |   |                         |
| 16                               | Billable performance target           | +                           | 10%         |                                   | 29%                            |   | 38%     |        | 29%     | % staff underbilled by more than 10%  |                         |
| 17                               | A/R > 90 days                         | +                           | \$42        |                                   | \$42                           |   | \$60    |        | \$37    | Intent is to limit excessive outstanding receivables  |                         |
| <b>Project Pipeline</b>          |                                       |                             |             |                                   |                                |   |         |        |         |   |                         |
| 18                               | Proposals contracted (rolling target) | -                           | \$3,360     | ●                                 | \$4,869                        | ●   | \$4,737 | ●      | \$4,128 | Progress toward yearly fundraising goal of \$3.36M (SFEI labor) to cover non-RMP revenue needs + \$240k surplus |                         |
|                                  |                                       |                             | \$280       | ●                                 | \$132                          | ●   | \$609   | ●      | \$95    |   |                         |
|                                  |                                       |                             |             | \$122 BASMAA<br>\$10 Rising Tides | \$551 WRAMP<br>\$43 Guad River | \$61 JFSP<br>\$22 Eelgrass<br>\$12 Z3 Alameda |         |        |         |   |                         |

Figure 1 b & c Monthly Billable Percentage and Hours

- 69 % billable % and 5425 hours cover expenses plus \$10K target surplus

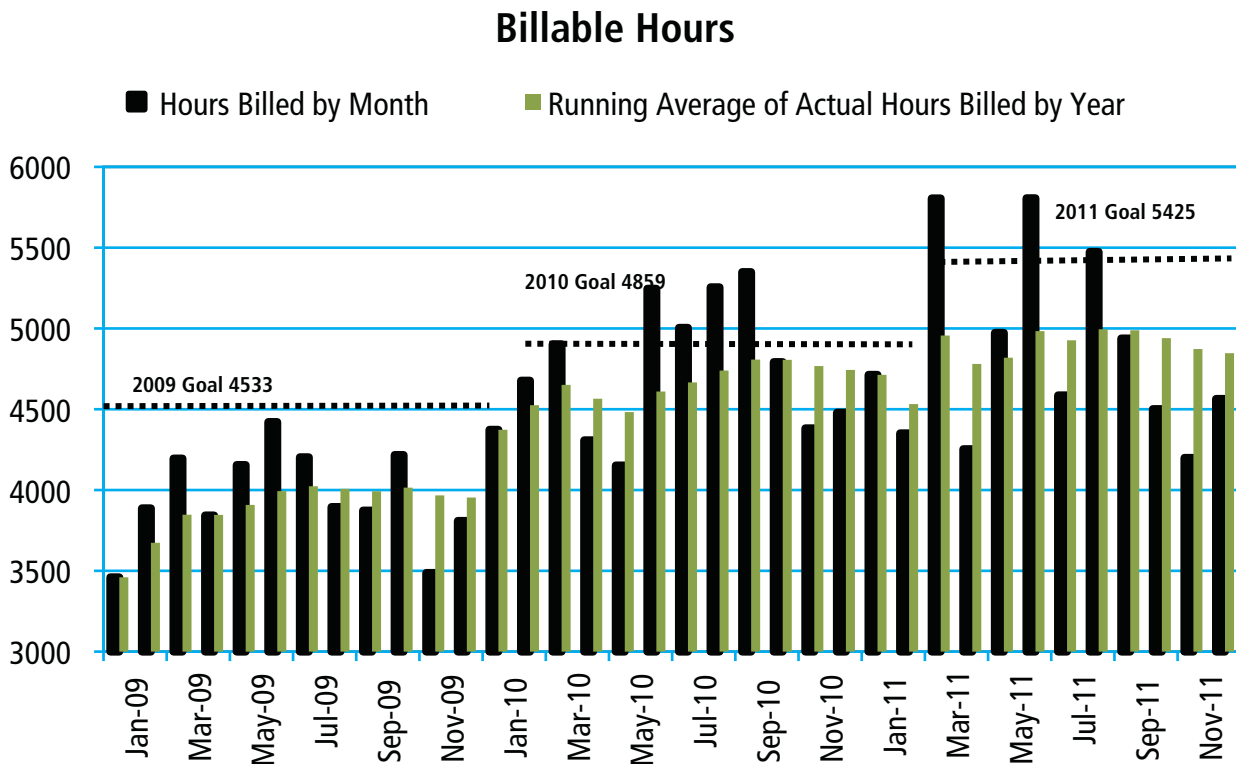
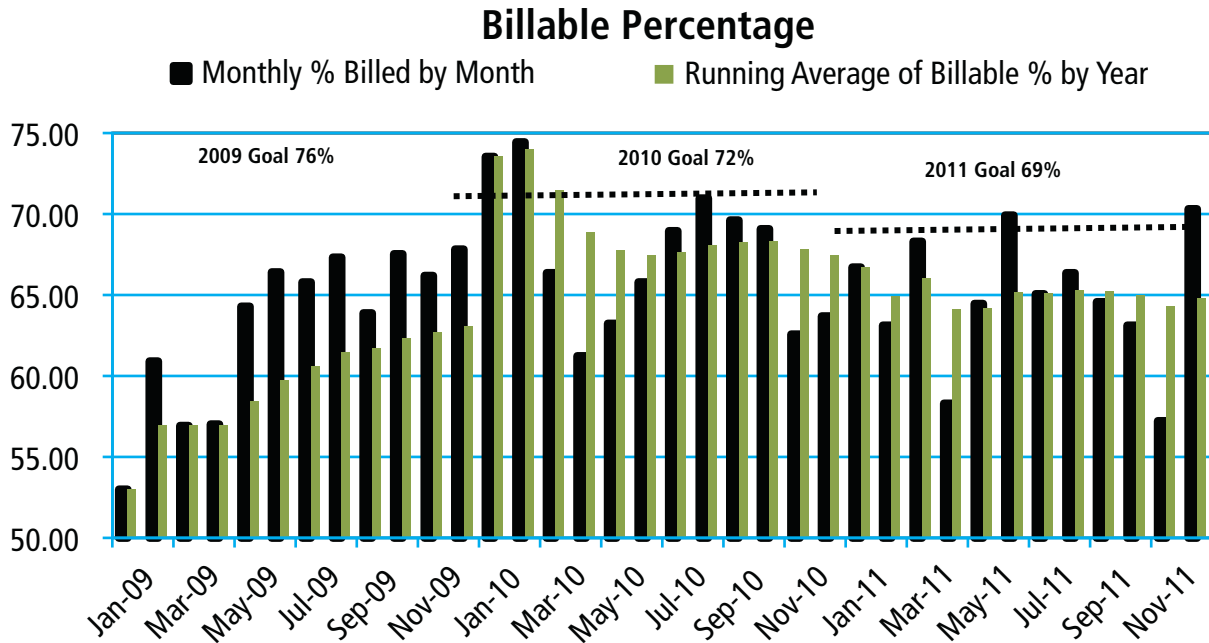


Figure 2 Revenue and Expense

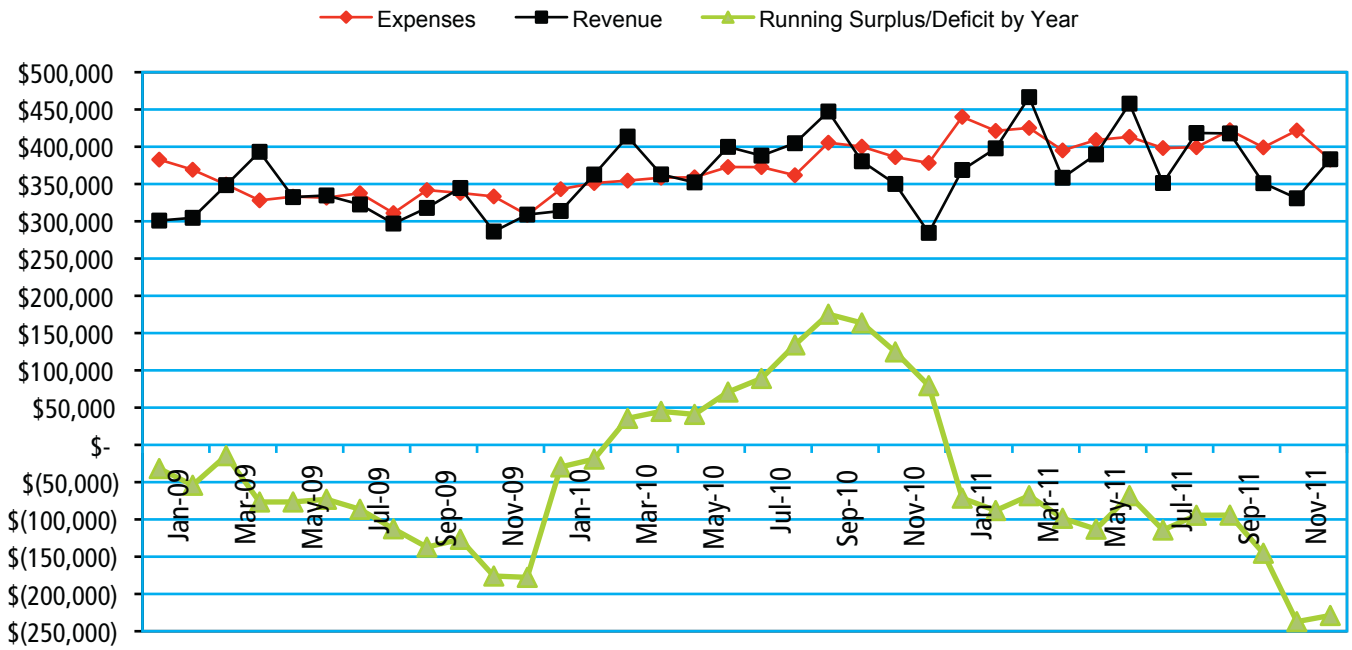
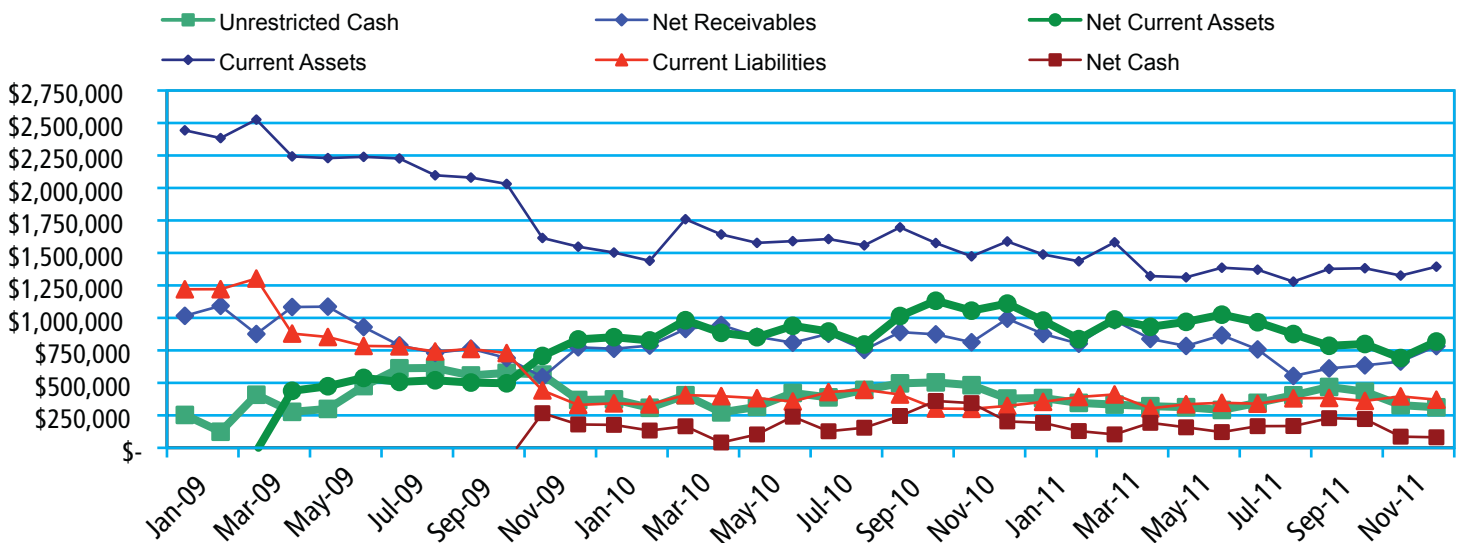


Figure 3 Assets and Liabilities Status





**Table 3** Work effort involved in developing proposals and negotiating contracts prior to award

|  |             |    |
|--|-------------|----|
| \$ Amount of Proposals Submitted               | \$3,305,131 | 11 |
| \$ Amount to SFEI/ASC Labor Revenue            | \$1,897,496 | 11 |
| \$ Amount of Awarded Proposals In Negotiations | \$3,424,821 | 12 |
| \$ Amount to SFEI/ASC Labor Revenue            | \$1,895,722 | 12 |
| Minimum hours Spent on Proposals in Dec        | 78          |    |
| Minimum hours Spent on Proposals YTD           | 1075        |    |

**Table 4 Proposals Submitted**

| PI                  | PROPOSALS SUBMITTED | TOTAL AMOUNT SUBMITTED  | AMOUNT TO SFEI/ASC LABOR | Percent Probability of Funding | Prorated Amount to SFEI/ASC | Funding Source/ Partners | Anticipated Notice of Award  | Anticipated Duration (in mths) | Solicited S, Competitive C, Renewal R | Submit Date | Days Since Submittal |     |
|---------------------|---------------------|---|--------------------------|--------------------------------|-----------------------------|--------------------------|--|--------------------------------|---------------------------------------|-------------|----------------------|-----|
| SFEI                | DS/LM/KC            | Prop 84 Bay Area Green Infrastructure Master Planning Project   | ?                        | \$319,250                      | 50%                         | \$159,625                | SWRCB  | Jan-13                         | 24                                    | C           | 2/1/12               | 29  |
| SFEI                | CS                  | Switzer Tribal Initiative   | \$40,000                 | \$40,000                       | 50%                         | \$20,000                 | Switzer Leadership Grant Program                                     | May-12                         | 12                                    | C           | 1/26/12              | 35  |
| SFEI                | AG                  | Removal of Biological Pollutants from SF Bay  | \$400,000                | \$133,333                      | 10%                         | \$13,333                 | SCC/CRAB   | Jul-12                         | 24                                    | C           | 1/10/12              | 51  |
| SFEI                | RG                  | Tijuana River HE Study  | \$440,000                | \$320,000                      | 65%                         | \$208,000                | SCC/CRAB   | May-12                         | 24                                    | S           | 1/10/12              | 51  |
| SFEI                | RG                  | Alameda Creek historical ecology report additions   | \$40,000                 | \$40,000                       | 50%                         | \$20,000                 | SFPUC/ Alameda County  | Feb-12                         | 6                                     | R           | 11/17/11             | 105 |
| SFEI                | RG                  | Mark West Creek Historical Alignment  | \$50,000                 | \$35,000                       | 70%                         | \$24,500                 | SCWA/ LSR F  | Feb-12                         | 12                                    | S           | 11/17/11             | 105 |
| SFEI                | MW                  | Electronic Reporting System (ERS) Data Management   | \$78,017                 | \$78,017                       | 75%                         | \$58,513                 | BACWA/ EOA   | Feb-12                         | 12                                    | S           | 10/17/11             | 136 |
| SFEI                | JC                  | HE for the Kashaya Heritage Management Study  | \$100,000                | \$100,000                      | 40%                         | \$40,000                 | CalTrans/ Sonoma State University                                    | Feb-12                         | 18                                    | S           | 8/17/11              | 197 |
| SFEI                |                     | HE of the McCormack-Williamson Tract Area   | \$50,000                 | \$50,000                       | 80%                         | \$40,000                 | TNC  | Feb-12                         | 8                                     | S           | 7/15/11              | 230 |
| SFEI                | LM/SP               | Sedimentation Study of Arroyo Mocho & Arroyo Las Positas (Geomorphic Assistance for Zone 7 Agency Phase II) | \$279,914                | \$254,696                      | 90%                         | \$229,226                | Zone 7 Water Agency/ Rivermetrics/ Bigelow/ Benda/ Mahachek/ Swanson | Feb-12                         | 24                                    | R           | 3/10/11              | 357 |
| ASC                 | MM                  | California Monitoring Directory   | \$77,200                 | \$77,200                       | 20%                         | \$15,440                 | RWQCB  | Jan-13                         | 12                                    | S           | 10/17/11             | 136 |
| ASC                 | MW                  | CA LID/Stormwater BMP Tracker   | \$250,000                | \$250,000                      | 90%                         | \$225,000                | SWRCB  | Feb-12                         | 12                                    | S           | 9/27/11              | 156 |
| ASC                 | RG/CS               | HE for the Graton Rancheria Heritage Management Study   | \$1,500,000              | \$200,000                      | 60%                         | \$120,000                | CalTrans   | Apr-12                         | 51                                    | S           | 8/17/11              | 197 |
| <b>TOTAL SFEI:</b>  |                     | <b>\$1,477,931</b>  | <b>\$1,370,296</b>       | <b>59%</b>                     | <b>\$813,197</b>            |                          |  |                                |                                       |             |                      |     |
| <b>TOTAL ASC:</b>   |                     | <b>\$1,827,200</b>  | <b>\$527,200</b>         | <b>68%</b>                     | <b>\$360,440</b>            |                          |  |                                |                                       |             |                      |     |
| <b>GRAND TOTAL:</b> |                     | <b>\$3,305,131</b>  | <b>\$1,897,496</b>       | <b>62%</b>                     | <b>\$1,173,637</b>          |                          |  |                                |                                       |             |                      |     |

**Table 5** Awarded Proposals in Negotiations

|             | PI | AWARDED PROPOSALS IN CONTRACTUAL NEGOTIATIONS        | AMOUNT SUBMITTED | AMOUNT AWARDED | AMT TO SFEI/ ASC LABOR | Funding Source/ Partners         | Anticipated Start Date | Anticipated Duration Date (in mths) | S,C,R | Assigned Project # | Last Updated | Days in Negotiation |
|-------------|----|--|------------------|----------------|------------------------|----------------------------------|------------------------|-------------------------------------|-------|--------------------|--------------|---------------------|
| SFEI        | LM | Collecting & Processing Sediment Samples Along SLC   | \$15,128         | \$15,128       | \$12,584               | ACFCWCD/DHI                      | Feb-12                 | 6                                   | S     | 5081.1             | 1/12/12      | 49                  |
| SFEI        | JC | USA RAM 2012 Support                                 | \$100,000        | \$100,000      | \$55,671               | EPA/Siobhan F.                   | Feb-12                 | 8                                   | S     | 4082               | 8/31/11      | 183                 |
| SFEI        | JC | CIAP - Evaluating Head-of-Tide                       | \$120,067        | \$120,067      | \$118,317              | DOI/BCDC                         | Mar-12                 | 24                                  | S     | ?                  | 8/17/11      | 197                 |
| SFEI        | MW | IRWMP Prop 84 Flood Infrastructure & DAC             | \$655,000        | \$655,000      | \$655,000              | DWR/SFEP/BAFPAA                  | Mar-12                 | 36                                  | C     | 65xx               | 8/17/11      | 197                 |
| SFEI        | DS | IRWMP Prop 84 Green Infrastructure                   | \$2,082,026      | \$2,082,026    | \$656,550              | DWR                              | Jan-13                 | 24                                  | C     | 50xx               | 8/17/11      | 197                 |
| SFEI        | ND | Grasslands (Water Year 2013)                         | \$85,000         | \$85,000       | \$80,000               | Bureau of Reclamation            | Oct-12                 | 12                                  | R     | 1091               | 8/17/11      | 197                 |
| SFEI        | RG | Re-Oaking for Wildlife Phase I                       | \$8,000          | \$2,600        | \$2,600                | Wildlife Conservation Commission | Mar-12                 | 12                                  | C     | 70xx               | 6/28/11      | 247                 |
| ASC         | DS | Nutrient Strategy Development and Implementation     | \$350,000        | \$350,000      | \$300,000              | BACWA                            | Feb-12                 | 6                                   | S     | 8105               | 10/31/11     | 122                 |
| ASC         | MM | Applicant Pilot of Online 401/WDR Application System | \$12,550         | \$15,000       | \$15,000               | SWRCB                            | Mar-12                 | 12                                  | S     | 8602               | 10/13/11     | 140                 |
| TOTAL SFEI: |    |  | \$3,065,221      | \$3,059,821    | \$1,580,722            |                                  |                        |                                     |       |                    |              |                     |
| TOTAL ASC:  |    |  | \$362,550        | \$365,000      | \$315,000              |                                  |                        |                                     |       |                    |              |                     |

 **Table 6 Contract Signed**

|              | PI | CONTRACTS SIGNED                         | AMOUNT SUBMITTED | AMOUNT OF AWARD | AMOUNT TO SFEI/ASC | Funding Source/Partners  | Assigned Project # | S,C,R | Dated Signed |
|--------------|----|--|------------------|-----------------|--------------------|--------------------------|--------------------|-------|--------------|
| SFEI         | RG | SF Bay Exhibit                           | \$113,000        | \$113,000       | \$110,000          | Oakland Museum           | 7091               | S     | 2/13/12      |
| SFEI         | JC | Statistical Design & Analysis            | \$71,598         | \$75,432        | \$75,432           | SCVWD                    | 4084               | S     | 2/8/12       |
| SFEI         | RG | Exploratorium Bay Observatory Exhibition | \$5,000          | \$5,000         | \$5,000            | Exploratorium            | 7082               | R     | 2/2/12       |
| SFEI         | JC | Corps Shoreline Study, Alviso            | \$27,762         | \$27,762        | \$26,922           | H.T. Harvey & Associates | 4085               | S     | 1/26/12      |
| SFEI         | CG | Data Management for Montezuma Wetlands   | \$8,417          | \$8,417         | \$8,417            | Montezuma Wetlands LLC   | 6504.2             | R     | 1/6/12       |
| SFEI         | MW | BASMAA Pollutants of Concern             | \$287,421        | \$232,522       | \$121,828          | BASMAA                   | 6528               | S     | 12/29/11     |
| ASC          | RG | Delta Landscapes                         | \$875,000        | \$875,000       | \$739,288          | DFG                      | 8702               | C     | 2/2/12       |
| ASC          | RH | Adapting to Rising Tides Project         | \$98,000         | \$98,000        | \$9,800            | BCDC                     | 8253               | R     | 12/6/11      |
| TOTAL SFEI:  |    |  | \$513,198        | \$462,133       | \$347,599          |                          |                    |       |              |
| TOTAL ASC:   |    |  | \$973,000        | \$973,000       | \$749,088          |                          |                    |       |              |
| GRAND TOTAL: |    |  | \$1,486,198      | \$1,435,133     | \$1,096,687        |                          |                    |       |              |

**Table 7 Training and Development**

| NAME          | CONFERENCES & SYMPOSIUMS | TECHNICAL INSTRUCTIONS | PROJECT MANAGEMENT | BUSINESS-FOCUSED TRAINING PROGRAMS |
|---------------|--------------------------|------------------------|--------------------|------------------------------------|
| Allen         |                          |                        |                    |                                    |
| Askevold      |                          |                        |                    |                                    |
| Beagle        |                          |                        |                    |                                    |
| Beller        |                          |                        |                    |                                    |
| Bezalel       |                          |                        |                    |                                    |
| Cabling       |                          |                        |                    |                                    |
| Cayce         |                          | 1                      |                    |                                    |
| Collins       |                          |                        |                    |                                    |
| David         |                          |                        |                    |                                    |
| Davis         |                          |                        |                    |                                    |
| Featherston   |                          |                        |                    |                                    |
| Franz         |                          |                        |                    |                                    |
| Frontiera     |                          |                        |                    |                                    |
| Gilbreath     |                          |                        |                    |                                    |
| Gluchowski    |                          |                        |                    |                                    |
| Griffin       |                          |                        |                    |                                    |
| Grosso        |                          |                        |                    |                                    |
| Grossinger    | 1                        |                        |                    |                                    |
| Hoenicke      |                          |                        |                    |                                    |
| Hunt          |                          |                        |                    |                                    |
| Jabusch       | 1                        |                        |                    |                                    |
| Kass          |                          |                        |                    |                                    |
| Klatt         |                          |                        |                    |                                    |
| Klosterhaus   |                          | 1                      |                    |                                    |
| Lent          |                          |                        |                    |                                    |
| Leung, F      |                          |                        |                    |                                    |
| Leung, L      |                          |                        |                    |                                    |
| Lofthouse     |                          |                        |                    |                                    |
| Lowe          |                          |                        |                    |                                    |
| May           |                          |                        |                    |                                    |
| McKee         |                          |                        |                    |                                    |
| Mueller       |                          |                        |                    |                                    |
| Pearce        |                          |                        |                    |                                    |
| Robinson      |                          |                        |                    |                                    |
| Ross          |                          | 4                      |                    |                                    |
| Russio        |                          |                        |                    |                                    |
| Salomon       |                          |                        |                    |                                    |
| Sedlak        |                          |                        |                    |                                    |
| Senn          |                          |                        |                    |                                    |
| Seto          |                          |                        |                    |                                    |
| Stanford      |                          |                        |                    |                                    |
| Striplen      |                          |                        |                    |                                    |
| Tseng         |                          |                        |                    |                                    |
| Wanczyk       |                          |                        |                    |                                    |
| Whipple       |                          |                        |                    |                                    |
| Williams      |                          |                        |                    |                                    |
| Wong          |                          |                        |                    |                                    |
| Yee           |                          |                        |                    |                                    |
| <b>Total:</b> | <b>2</b>                 | <b>6</b>               |                    |                                    |

**Table 8 Employee Departures**

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



# Quarterly Newsletter



2012 • Quarter 1

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Impact

Media

### 6 COMMUNICATIONS

Publications, Posters  
& Presentations

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## The Year of Change

*The “Year of Change” - 2011 - ended with significant scientific and organization-building accomplishments. They included our relocation from Oakland into a much more suitable building in Richmond, the launch of new strategic directions, the scientific underpinnings for state policies related to wetland protection, new methodologies for landscape-level restoration approaches, the publication of a book by UC Press, and a multi-year plan that clearly spells out how monitoring and special studies fit into a decision-making framework for water quality improvements and beneficial use restoration. 2011 also ended with a significant loss for SFEI of \$230,000 or 3.4% of its annual budget.*

*The first quarter of 2012 is therefore focusing on identifying structural imbalances, re-organization, and putting the Institute and Aquatic Science Center back on a path of sustainability. The implementation plan that puts specificity into our strategic directions is well on its way, and so is the process of unifying our two Boards. We are correcting staffing imbalances to insure that we are able to succeed and build on the momentum we have generated with some key projects in the Delta, and enhance our partnerships with numerous stakeholders that are looking to us to help define potential environmental problems and inform cost-effective solutions. I look forward to fulfilling the promise that 2012 has in store.*

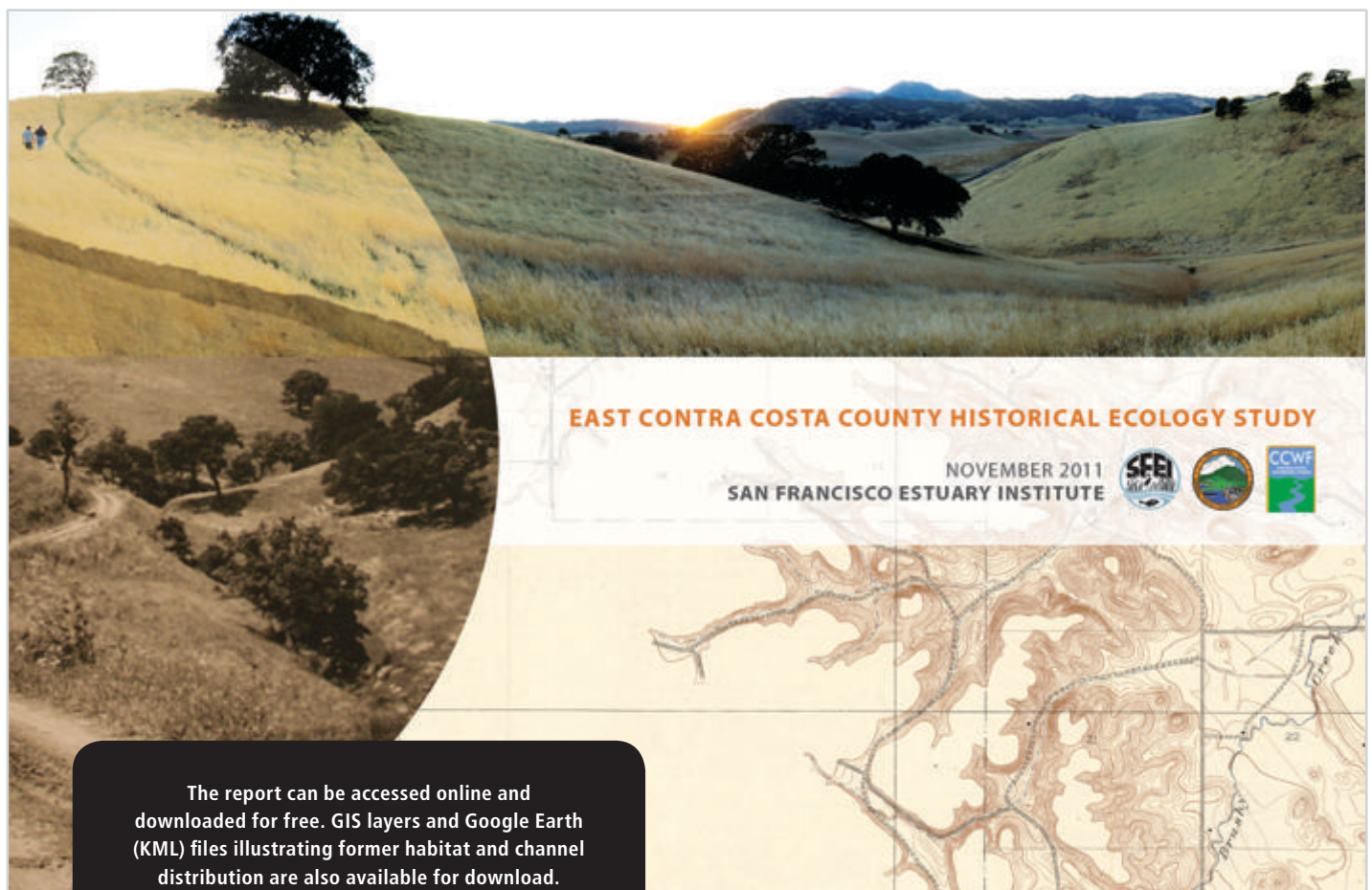
— RAINER HOENICKE, EXECUTIVE DIRECTOR



NOV 17, 2011

## East Contra Costa County Historical Ecology Report Completed

We are excited to announce the completion of the The East Contra Costa County Historical Ecology Study. The report documents the historical land cover and stream patterns of East Contra Costa County in the mid-1800s. The report and accompanying habitat map present the findings of four years of research conducted in partnership with the Contra Costa Watershed Forum and Contra Costa County Department of Conservation and Development and funded by the California State Coastal Conservancy, the Contra Costa County Flood Control and Water Conservation District, the California Department of Fish and Game, and Contra Costa County.



The report can be accessed online and downloaded for free. GIS layers and Google Earth (KML) files illustrating former habitat and channel distribution are also available for download. (Paper copies of the report available upon request).

### MORE INFORMATION:

<http://www.sfei.org/HEEastContraCosta>



JAN 1

## Bay Nature: Robin Grossinger Environmental Educator of the Year

This article was published on the Bay Nature Website:  
<http://baynature.org/about/bn-news/robin-grossinger-a-bay-nature-local-environmental-hero>

by Beth Slatkin

Each year, Bay Nature Institute honors several individuals who are making outstanding contributions to the understanding and stewardship of the natural world of the Bay Area.

This year's winner in our Environmental Educator category is **Robin Grossinger**, Senior Scientist and Director at the Historical Ecology Project of the San Francisco Estuary Institute.

Robin is being honored for his work unearthing and deciphering the historical landscapes and watersheds of the Bay Area. Grossinger has pioneered the use of archival materials, such as old maps and photos, to read beneath the surface of today's transformed and urbanized topography and foster an understanding of how our landscapes have changed since European contact. For the past 18 years, he has tirelessly communicated the results of this research to audiences around the Bay Area, including open space agencies and conservation organizations, to help them determine what kinds of habitat restoration efforts are most likely to succeed. His recent work on the Napa Valley, Napa Valley Historical Ecology Atlas, will be published as a book by University of California Press later this year.

According to Bay Nature publisher David Loeb:

**“Robin creates compelling and revealing portraits of how the Bay Area has changed over the past two and a half centuries and his work has had a profound impact on how we perceive, and interact with, our present-day landscapes .”**

Born in Michigan, Robin moved to Berkeley when he was eight, and lives there still with his wife Erica and their two sons.

Robin and our two other awardees will receive recognition for their commitment to conserving Bay Area wildlife and ecosystems at Bay Nature Institute's annual awards dinner, “A Celebration of Local Nature and Local Heroes,” on February 9, 2012, 6:30 – 9:30 p.m., at the Brazilian Room in Tilden Regional Park. The event will also feature “An Expedition Along the California Coast” with award-winning Bay Area wildlife photographer Suzi Eszterhas.



For more information  
about this event, go to

[http://baynature.org/  
bnevents](http://baynature.org/bnevents)

JAN 31

## Susan Klosterhaus featured in the NorCal SETAC Winter Newsletter

The Northern California branch of the Society for Environmental Toxicology and Chemistry (SETAC) winter newsletter profiled **Susan** and her research background and projects at SFEI.

FEB 4

## Thomas Jabusch Editor of SETAC Quarterly Newsletter

**Thomas** continues to serve a three-year term on the NorCal SETAC Board of Directors and was reappointed as the newsletter chair.

## SFEI Catalyzes Communication

This quarter SFEI played a crucial role in several coordination efforts both within and across agencies. In doing so, SFEI continues to provide a forum for tackling problems at the interface between science and management.

- SFEI's interest in engaging staff from the California Department of Fish and Game (DFG) to discuss the development of the California Aquatic Resources Inventory triggered DFG internal discussions about coordination of wetlands monitoring across the different branches of the department. These discussions culminated in an all-day meeting to explore how the different branches of DFG might benefit from use of the California Wetlands Monitoring Toolkit – especially CRAM. As a result of the meeting, DFG is clarifying roles and responsibilities for wetlands coordination and will be exploring use of the toolkit.
- Questions arising about our software development efforts on Wetland Tracker and Online 401 became the impetus for SWRCB discussions on adoption of technology tools. Vicky Whitney convened a “demo day” for Water Rights, Water Quality, and Office of Information Management and Analysis (OMIA) staff. A wide range of data and information tracking systems were demonstrated and evaluated. The meeting shed light on the unique needs of the distinct programs – water rights, water quality, and wetlands. As a result, steps are being taken to determine how to leverage these technologies optimally to meet the range of needs identified.
- A meeting of the North Bay Biosentinel technical advisory committee hosted by SFEI provided a forum where a large number of scientists/stakeholders in the room voiced concerns about the direction of wetlands monitoring for the region. TAC members expressed a sense of urgency about improving the link between monitoring efforts and restoration success. One goal of TAC members is to be able use assessment efforts to look beyond site-specific monitoring to assess aggregate performance and condition. A key question remained only partially answered: “What kinds of monitoring results would trigger what kinds of management action(s)?” A fundamental issue was brought to the foreground during this meeting, which revolved around the observation that unless monitoring results are actually used in a decision-making process, why collect them?

Clearly, SFEI is already deeply involved in providing venues for collaborative needs assessments and problem solving as envisioned in the Strategic Plan Forum goal.

## SFEI collaborates with local Tribe and National Park Service to Reintroduce Native Fire to the Pinnacles

DEC 5, 2011

### Pinnacles Tests Out Tribe's Fire Tradition

by Alison Hawkes,  
Bay Nature

Hundreds of years before Pinnacles National Monument became preserved open space, it was heavily used as a resource for basket-making. The native deergrass and white root sedge were valuable materials to the Amah Mutsun tribe, who charred the landscape with controlled fires to promote the re-growth of longer and straighter flower stalks used in coiled baskets.

Read more:

<http://baynature.org/articles/web-only-articles/pinnacles-tests-out-tribes-fire-tradition>

DEC 12, 2011

### Grass is Burned to Study Indian Culture

by Peter Fimrite,  
Chronicle Staff Writer

**Chuck Striplen** was part of a team that monitored the burning of deergrass which was burnt to help study and learn more about the traditional American Indian uses of fire in Central California before European contact.

Read more:

<http://www.sfgate.com/cgi-bin/article.cgi?f=/c/a/2011/12/11/BANN1M97EL.DTL#ixzz1n35yhbp>



Photograph by Chuck Striplen.



American Indian Mike Bonillas uses traditional methods to start the fire as Frank Cordova (left) and Marvin Marine perform a fire-starting chant.

Photograph by Michael Macor, The Chronicle.

FEB 13

**Robin Grossinger** was featured on the University of California Press Blog in which they congratulated him on winning one of the coveted Bay Nature Local Hero awards. Robin was recognized in the Environmental Educator category.

<http://www.ucpress.edu/blog/14231/local-hero-robin-grossinger/>

The screenshot shows the University of California Press Blog interface. At the top, it says "UNIVERSITY OF CALIFORNIA PRESS BLOG". Below that, there are navigation links: "HOME", "ABOUT UC PRESS", "AUTHOR BLOGS", and "UNIVERSITY PRESS BLOGS". A search bar is visible. The main content area features a post titled "Local Hero: Robin Grossinger". The post includes a photo of Robin Grossinger and text congratulating him for winning the Bay Nature Local Hero award in the Environmental Educator category. It also mentions that he is the Senior Scientist and Director at the Historical Ecology Project of the San Francisco Estuary Institute. A quote from David Loeb is included: "Robin creates compelling and revealing portraits of how the Bay Area has changed over the past two and a half centuries and his work has had a profound impact on how we perceive, and interact with, our present-day landscapes." There are social media sharing options at the bottom of the post.



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### Journals

**Sedlak, M.** and Greig, D. (2012) Perfluoroalkyl Compounds (PFCs) in Wildlife from an Urban Estuary. *Journal of Environmental Monitoring*. Vol 14, pp. 146-154.

### Reports

**Stanford, B., Grossinger, R.** and **Askevold, R.** (2011). East Contra Costa County Historical Ecology Study: Supplementary Information for Restoration. SFEI Contribution 656.

**San Francisco Estuary Institute (SFEI).** 2011. The Pulse of the Estuary: Pollutant Effects on Aquatic Life. SFEI Contribution 660. San Francisco Estuary Institute, Richmond, CA.

Phillips, B.M., Anderson, B. S. and **Lowe, S.** 2011. RMP Sediment Study 2009-2010 Determining Causes of Sediment Toxicity in the San Francisco Estuary. RMP Technical Report. SFEI Contribution 626. San Francisco Estuary Institute, Richmond, CA.

### Presentations

On February 10, **Robin Grossinger** presented a talk at the annual meeting of the Bay Area Watershed Network (BAWN). The title of the talk is “Resilient Landscapes: Lessons from History”. It focused on what the historical ecology team has learned from extensive work around the Bay Area.

This event was hosted at Oakland City Hall.

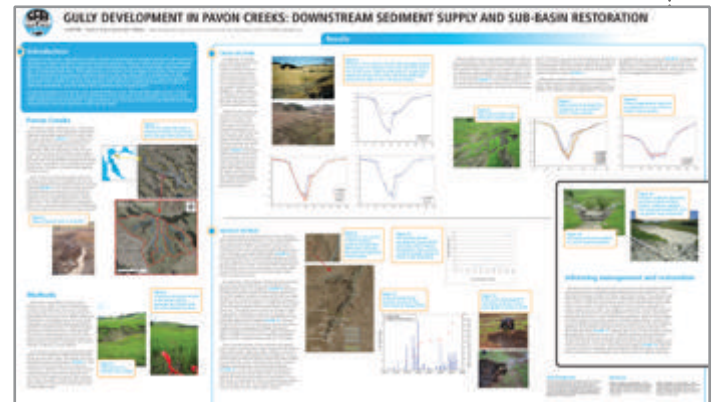
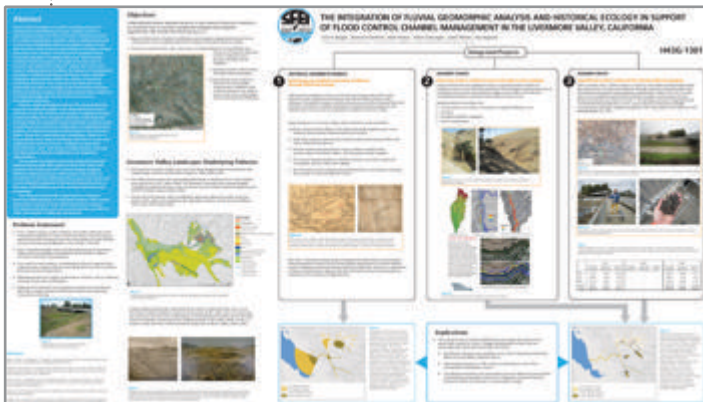
Oakland City Hall  
Photograph from  
Goolge images.



### Posters

The Integration of Fluvial Geomorphic Analysis and Historical Ecology in Support of Flood Control Channel Management in the Livermore Valley, California by **Julie Beagle, Bronwen Stanford,** Paul Bigelow, **Sarah Pearce, Robin Grossinger** and **Lester McKee.** (left)

Gully development in Pavon Creeks: downstream sediment supply and sub-basin restoration by **Sarah Pearce** and **Lester McKee** (right)



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### DEC 13

#### RMP Technical Review Committee Meeting

The TRC was updated on projects from 2011, and reviewed the detailed work plan for 2012. The group discussed upcoming nutrients work, progress and plans for tributaries loads monitoring, mercury and PCB synthesis reports, suites of contaminants of emerging concerns and dioxin projects that are nearing completion, and the on-going status and trends monitoring and data management work of the RMP.

### JANUARY 24

#### RMP Steering Committee Meeting

Topics discussed included RMP Multi-Year Plan, Communication Plan and deliverables at a glance.

### JAN 30

**Meredith Williams** and **Cristina Grosso** participate in the CWQMC's Data Management Workgroup meeting

### FEB 9

#### "A Celebration of Local Nature and Local Heroes" Robin Grossinger honored at Bay Nature's Annual Awards Dinner.

**Robin Grossinger** was honored for his work unearthing and deciphering the historical landscapes and watersheds of the Bay Area. Grossinger has pioneered the use of archival materials, such as old maps and photos, to read beneath the surface of today's transformed and urbanized topography. For the past 18 years, he has tirelessly communicated the results of this research to audiences around the Bay Area, including open space agencies and conservation organizations, to help them determine what kinds of habitat restoration efforts are most likely to succeed.

For related information, please see page 3.

**IN THIS SECTION**Publications, Posters  
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& Appearances-----> Upcoming  
Spotlight**MAR 13****Team meeting of the California Environmental Data Exchange Network (CEDEN) at SFEI**

Quarterly meeting of Regional Data Centers

**MAR 13****RMP Technical Review Committee Meeting****MAR 27****Technical Workshop on Estuarine Habitat in the Bay Delta Estuary**

EPA, with support from Aquatic Science Center,

will convene scientists to synthesize research focused on the low salinity zone in the Bay Delta Estuary and develop a set of technical findings characterizing how aquatic resources respond to different locations of the low salinity zone. The desired outcome is to provide technical support for updating the Estuarine Habitat water quality standard. To that end, Aquatic Science Center will prepare a report with findings suitable for submittal to the State Water Board for their Comprehensive Review of the 2006 Water Quality Control Plan for the Bay Delta Estuary. **Thomas Jabusch** is the ASC lead on this project. Participation in the workshop will be by invitation only. **Robin Grossinger** has been invited as a participant. The workshop will be held at Cal EPA in Sacramento, CA. For more information: [foesman.erin@epamail.epa.gov](mailto:foesman.erin@epamail.epa.gov), (916) 930 3722, or [thomas@aquaticscience.org](mailto:thomas@aquaticscience.org), (510) 746-7340

**MAR 28****Joint Meeting of the SCCWRP Commissions Technical Advisory Group and the RMP Technical Review Committee**

The meeting will be held at SFEI, first floor conference room at 10 a.m. - 5 p.m.

**IN THIS SECTION**Publications, Posters  
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Spotlight**MAR 30****Book signing: Napa Historical Ecology Atlas  
- with Robin Grossinger and Ruth Askevold:**Mrs. Dalloway's Bookstore  
2904 College Avenue Berkeley,  
CA 94705-2204  
(510) 704-8222

7:30 pm

“How has California’s landscape changed? What did now-familiar 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. **Robin Grossinger** 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. The Atlas provides a fascinating new perspective on this iconic landscape, showing the natural heritage that has enabled the agricultural success of the region today. The innovative research of Grossinger and his historical ecology team allows us to visualize the past in unprecedented detail, improving our understanding of the living landscapes we inhabit and suggesting strategies to increase their health and resilience in the future.”

**APR 13****North Bay Watershed Association Conference**

**Meredith Williams** will present the findings of the Napa Watershed Profile at the NBWA annual conference. The conference will take place in Petaluma, CA. For more information please go to: [http://www.nbwatershed.org/uploads/2012ConferenceFlyer\\_011312.pdf](http://www.nbwatershed.org/uploads/2012ConferenceFlyer_011312.pdf).

**APR 19****Robin Grossinger presentation at the Oakland Museum**

In this presentation, Robin Grossinger explores Napa and the greater San Francisco Bay Area, drawing from SFEI studies throughout the region. The title of the talk Grossinger will be giving is, “A Landscape of Transformation and Resilience: Historical Ecologies of the Bay Area.”

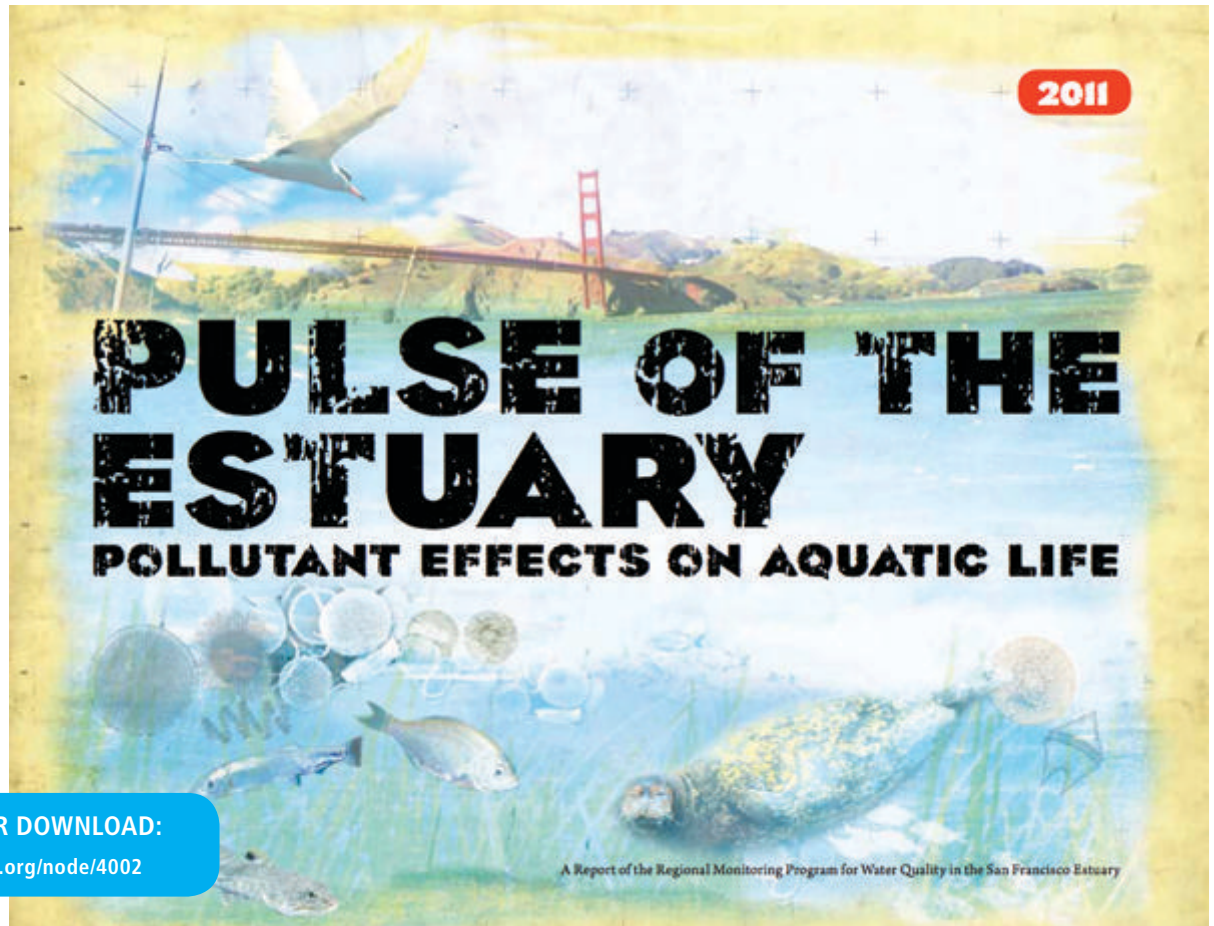
**APR 30****RMP Steering Committee Meeting**

Visit  
[www.sfei.org](http://www.sfei.org)  
for more info  
on these and other  
events



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AVAILABLE FOR DOWNLOAD:

<http://www.sfei.org/node/4002>

JAN 31

## 2011 Pulse of the Estuary: Pollutant Effects on Aquatic Life

The Regional Monitoring Program for Water Quality in the San Francisco Estuary is an innovative collaboration of the San Francisco Bay Regional Water Quality Control Board, the regulated discharger community, and the San Francisco Estuary Institute. It provides water quality regulators with information they need to manage the Estuary effectively. Every year the Program issues an annual report that presents the latest results from monitoring and addresses a theme related to a timely water quality topic. The theme for 2011 is “Pollutant Effects on Aquatic Life”.

This edition addresses one of the primary goals of Bay water quality managers: ensuring that pollutants do not interfere with the ability of aquatic species to thrive in Bay waters. The report features articles on pollutant effects on phytoplankton, fish, birds, and seals, and a detailed look at the water quality element of the recent State of the Bay Report.

The hard copy version will be available in March of 2012.

AQUATIC SCIENCE CENTER  
and the SAN FRANCISCO  
ESTUARY INSTITUTE

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## Attachment 3a

**TO:** Board of Directors  
**FROM:** Jim Fiedler and Dave Williams, Co-Chairs  
**Date:** February 23, 2012  
**SUBJECT:** Joint Governance Committee Report

The Joint Governance Committee met on February 9, 2012. It is comprised of the two Chairs - Jim Fiedler (SFEI) and Dave Williams (ASC)- and Pamela Creedon (ASC), Trish Mulvey (SFEI), and Alan Ramo (SFEI). Mr. Ramo's teaching schedule conflicts with most times when the other members are available, but he agreed to be available for advice and input. The meeting summary and actions are included in this report.

### Joint Governance Committee Conference Call

**February 9, 2012**

**8:30am – 10:00am**

**DRAFT SUMMARY**

#### In Attendance:

**SFEI-** Jim Fiedler, Trish Mulvey

**ASC-** Dave Williams, Pamela Creedon

**Staff and Consultant-** Rainer Hoenicke, Stephanie Seto, Leyna Bernstein

#### Meeting Outcomes and Action Items

Committee members agreed to focus initially on task #1 of the draft Governance Committee charter (plans for unification) and leave other aspects of the charter (board education and performance) to when that process is completed.

ASC and SFEI Bylaws can be managed in a way that retains both organizations as legal entities for now (and probably for the foreseeable future), but ensures that the governance is blended, legal issues tackled and Bylaws tweaked – all in a manner that honors the key principles outlined in Strategic Priority #3 in the Strategic Plan.

Nothing in the Joint Powers Agreement will be changed. There is enough flexibility in the agreement that allows for the Bylaws to accommodate broad stakeholder representation for the blending or unification process to proceed.

The unified board would decide if they want to revise the initial draft charter of and maintain the Governance Committee. The current *ad hoc* committee will make a recommendation to the Board(s) about maintaining a Governance Committee for the blended board and what its role should be related to Board member recruitment, Board member orientation and education, and Board effectiveness, as well as make recommendations about establishing the other “typical” evergreen committees needed for a nonprofit board – such as fiscal & admin, audit, etc.

The Committee requested a clearer Charter for this interim period (working toward unification of both boards) to set up structure to define roles, rules, responsibilities, and consequences. The Charter for the *ad hoc* committee will be revisited at the next conference call.

By June, accomplish the merger of both boards in terms of: types of slots, number of people, and types of qualifications and skill sets that the board wants to attract. Recruitment of identified people might take longer, but gradually filling identified seats can happen over time without jeopardizing the governance aspects.

The Committee agreed that they would rather have a well thought-out plan with an agreed-upon structure in place by June, but leave the possibility open for not having specific candidate members in their seats by June 2012. Recruitment may be a more gradual process.

**Action Items:**

1. Send agenda package at least one week before each meeting.
2. Ms. Bernstein’s proposed scope of work will need to be fine-tuned to reflect today’s discussion. Mr. Williams and Mr. Fiedler will work with Dr. Hoenicke on this task.
3. Email a copy of SFEI Bylaws and ASC Joint Powers Agreement to Committee members so that they may get acquainted with both governance structures.  
Dr. Hoenicke will highlight any areas where modifications need to be voted on by each Board.

4. Find an ASC participant for A&F Committee. Dr. Hoenicke will meet with Mr. Polhemus to potentially assign a person from the State Water Board, separate from the Audit Committee.
5. Suggest that the Treasurer of the ASC board serve on a joint Fiscal and Administration Committee.
6. Dr. Hoenicke will email a suggested timeline to Committee members, along with an alternate scenario of a special workshop of both Boards in early April (with critical mass) and will include this in a staff report for the March 1 Board Meeting.
7. Dr. Hoenicke will draft a staff report for the March 1 joint board meeting that includes a clear matrix of representation as it exists now on both boards, pieces of the Bylaws that are relevant to the boards' re-configuration and unification from both organizations and legal boundaries and constraints that need to be met in order to move forward.
8. Although Ms. Creedon had to leave the conference call on time, the other members agreed to stay on the call to decide whether or not they would like to avail themselves of the consulting services of Ms. Bernstein. Mr. Fiedler, Mr. Williams, and Ms. Mulvey agreed to recommend to the full Board to utilize Ms. Bernstein's expertise to assist with the re-configuration and aligning the Board's future governance responsibilities with the new Strategic Plan. The 2012 budget, approved at the December 2011 joint board meeting, contains sufficient funds to accommodate Ms. Bernstein's services. The committee will work with Ms. Bernstein to develop a final work plan with her and share it with the full Board. This will require a program plan adjustment with milestones to describe and account for the staff time to support this effort.

**Next Steps:**

1. March 1- Come to a decision about whether to insert a special workshop of both Boards prior to the June 14 Board Meeting, or have the regular June meeting dedicated to finalizing all required unification elements, with gradual recruitment of new Board candidates following the adoption of the unification framework (see items 6 and 7 above).



## Attachment 3b

**TO:** Board of Directors  
**FROM:** Rainer Hoenicke  
**Date:** February 23, 2012  
**SUBJECT:** Joint Governance Committee, Milestones and Timing

### Pathway to Board Unification

The *ad hoc* Joint Governance Committee was charged with guiding the transition of two Boards of Directors, each with its own set of members, to a single Board governing the two separate organizations of SFEI and the Aquatic Science Center.

The Charter of the *ad hoc* committee has not yet been finalized but may read as follows:

- Using the ASC-SFEI Strategic Plan as guiding document, develop criteria for board composition
- Create a board profile of what skills and expertise the Aquatic Science Center and SFEI need
- Develop board member job descriptions
- Identify potential board members, within the guidance set by the bylaws and agreed-upon principles, and maintain information about each candidate
- Help evaluate board members' individual commitment, support, and participation in governance duties
- Develop recommendations to the Boards how to cultivate and recruit new members from beyond the boards' traditional circles

**Recommended Action:** Endorse the draft Charter in concept and delegate to *ad hoc* Governance Committee any final wording changes to be distributed to the Board.

### Key Considerations, Milestones, and Timing

Unifying membership on both the SFEI and Aquatic Science Center Boards of Directors requires answers to the following questions – some mundane and others not. The questions that are probably of most interest to our Board and staff are:

- I. Our new Strategic Plan and the emerging implementation plan that ideally contains SMART actions on (a) products and services; (b) people management; (c) financial

management; and (d) stakeholder relationships are the starting point for Board reconfiguration. The Board has clear responsibilities in (c) and (d). Who should be serving on the Board to fulfill those responsibilities?

- II. What criteria – in addition to the already agreed-upon criterion of “broad stakeholder representation” - ought to be applied in selecting the “right people”?”
- III. Who selects the “right” people, once the criteria have been agreed-upon?

However, a number of questions need to be addressed first, before the three listed above can be answered. They are:

- 1) Is the kind of representation that the SFEI bylaws suggest (at least two representatives that contribute funds to the Regional Monitoring Program for Water Quality, scientists from academia or other public institutions; regulators; environmental interest groups) still of value, or should it be expanded? If so, how? For reference, the member composition and representation of both current boards is listed in Table 1. Also for reference, the current SFEI bylaws state:

*The corporation shall have at least seven (7) and no more than fifteen (15) directors and collectively they shall be known as the Board of Directors.*

*The Board of Directors shall be composed of persons with demonstrated interest or expertise related to the goals and objectives of this corporation. Members of the Board shall be selected so as to assure a balance of environmental, business and user groups, regulatory and management and scientific interests are represented. In selecting new members, or in replacing members whose terms have expired, the Board shall solicit nominations from a wide variety of governmental, nongovernmental and private organizations that have an interest in the use, conservation, or management of the resources of the Estuary.*

*The Board shall include, at all times, two or more members who represent organizations which participate financially in the Regional Monitoring Program for Trace Substances, two or more members with a demonstrated commitment to protection of the Estuary, and two or more members representing the scientific research community.*

Table 1. SFEI and ASC Board Members and Representation

| <u>First</u> | <u>Last</u> | <u>Group</u> | <u>Affiliation</u> | <u>Active/Past</u>            | <u>Elected<br/>(as<br/>Member)</u> | <u>Term<br/>Expires</u> | <u>Elected<br/>(as<br/>Officer)</u> | <u>Term<br/>Expires</u> | <u>Admin-<br/>Fiscal<br/>Committee</u> | <u>Audit<br/>Committee</u> | <u>Governance<br/>Committee</u> |
|--------------|-------------|--------------|--------------------|-------------------------------|------------------------------------|-------------------------|-------------------------------------|-------------------------|--|----------------------------|---------------------------------|
| Jim          | Fiedler     | SFEI         | Management         | Active/Chair                  | Dec-98                             | 2013                    | Jun-10                              | 2013                    | 2006-2010                              |                            | 2011                            |
| Trish        | Mulvey      | SFEI         | Member at-large    | Active                        | Jan-98                             | 2012                    | Jun-10                              | 2012                    | 2006-2010                              |                            | 2011                            |
| Barbara      | Salzman     | SFEI         | Environmental      | Active/Vice Chair             | Sep-95                             | 2012                    | Jun-10                              | 2012                    | 2006-2010                              |                            |                                 |
| Dave         | Tucker      | SFEI         | Management         | Active/Treasurer              | Jul-08                             | 2012                    | Jun-10                              | 2012                    | 2010                                   | 2010                       |                                 |
| John         | Callaway    | SFEI         | Science            | Active                        | Jun-10                             | 2011                    |                                     |                         |  |                            |                                 |
| Adam         | Olivieri    | SFEI         | RMP                | Active                        | Jun-10                             | 2011                    |                                     |                         |  |                            |                                 |
| Alan         | Ramo        | SFEI         | Environmental      | Active                        | Jun-10                             | 2013                    |                                     |                         |  |                            | 2011                            |
| Mitch        | Avalon      | SFEI         | Management         | Active                        | Jun-10                             | 2013                    |                                     |                         |  |                            |                                 |
| Phil         | Stevens     | SFEI         | Environmental      | Active/Secretary              | Jun-10                             | 2012                    | Jun-10                              | 2012                    |  |                            |                                 |
| Bruce        | Wolfe       | ASC & SFEI   |                    | Active/Non-voting SFEI        | Dec-12                             |                         |                                     |                         |  |                            |                                 |
| Karen        | Schwinn     | ASC & SFEI   |                    | Active/Non-voting ASC & SFEI  | Sep-01 and Oct-11                  |                         |                                     | 2012                    |  |                            |                                 |
| Vicky        | Whitney     | ASC          |                    | Active                        | Oct-10                             |                         |                                     |                         |  |                            |                                 |
| Pamela       | Creedon     | ASC          |                    | Active/Vice Chair & Secretary | Dec-09                             |                         |                                     | 2013                    |  |                            | 2011                            |
| Dave         | Williams    | ASC          |                    | Active/Chair                  | Jun-09 and Jun-10                  |                         |                                     | 2012                    |  |                            | 2011                            |
| Laura        | Pagano      | ASC          |                    | Active                        | Feb-11                             |                         |                                     |                         |  |                            |                                 |
| Kirsten      | Struve      | ASC          |                    | Active                        | Jun-10                             |                         |                                     |                         |  |                            |                                 |

- 2) If our overarching goal is to shorten the distance between scientific information and its application in decision-making, who are the drivers, or decision-makers, that have the greatest influence over minimizing the human footprint on our aquatic ecosystems? Do we want a broader spectrum of those types of decision-makers represented on the Board, and if so, for what reasons? What contributions do we expect them to make?
- 3) There are three types of governance: fiduciary, strategic, and generative (generative governance happens within a framework in which issues will be viewed and decided in terms of purpose and ultimate desired outcomes). Are these three kinds of governance types adequately represented on both Boards, and if not, which ones need augmentation by the right kind of expertise sets, interest/preference, and thinking style? Can members that could fill these governance categories be found among the stakeholder groups that will be identified under questions no. 1 and 2?
- 4) Are there candidates with certain characteristics we would like to attract that can provide the right mix of the three governance types, and what are those characteristics? Does this mix include: (a) being able and willing to do the "basics", i.e. contribute essential skills in financial and operational governance; strategic thinking; legal expertise; communication; and possibly a few more; being willing and able to reduce "gaps" in, or strengthen, current Board skill sets (e.g., generative thinking, connectivity to foundations and/or large contributors, marketing skills with a wide variety of stakeholders, ability to forge new partnerships); (c) add to diversity on the Board (age, gender, ethnicity)? Are there other characteristics?

Following the exploration of these questions, it will become apparent if:

- Bylaws of either or both organization need to be changed
- The administrative service agreement between ASC and SFEI needs to be changed, and
- What "joint" committees could do much of the fiduciary and operational governance work, with clarity on committee functions.

Questions 1-4 are of the kind that the Governance Committee could explore within the next two months. Leyna Bernstein is eminently suited for facilitating this exploration. Following the development of a matrix that applies a list of key selection criteria, and matches them with candidates, the Board as a whole would likely want to weigh in on proposing candidates. Once the "structure" of the unified board has been outlined, the mechanics of implementing it



become relatively trivial (e.g., bylaws and administrative service agreement changes, legal review, committee types and composition).

Two options come to mind for the decision-making process:

- A. Leyna Bernstein facilitates deliberations on criteria for Board membership with the Governance Committee until a draft matrix has been developed and can be shared with both Boards. The mechanics for implementing board reconfiguration can happen through staff research and proposed changes to governance documents as soon as the matrix has been drafted. A special Board Workshop is convened outside the regular meeting schedule, to explore the kind of commitment it takes to serve on the Board, given the new Strategic Plan and implementation steps. Recruitment of new members begins following this special workshop.
- B. The proposed new structure of the Board is drafted, including committee charters and member job descriptions by the Governance Committee. The matrix that includes membership criteria, skill sets, stakeholder representation, and an initial list of possible candidates is circulated to the current Boards. The regular board meeting scheduled for June 14 is used as a workshop to decide on a new board structure based on the options outlined by the Governance Committee with assistance by Leyna Bernstein. Recruitment of candidates begins soon thereafter.





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# Q1 2012 Program Plan & Budget Update

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### Budget Updates

## Introduction

Beginning with the first quarter of 2012, each Program Plan Update will be accompanied by a comparison of the 2012 Budget (based on a number of assumptions and uncertainties that are gradually reduced throughout the year) with actual revenue and expense data.

This first Program Plan Update contains five new projects that have come online through SFEI, and one new project through the Aquatic Science Center, since the 2012 Program Plan was approved by the Board in December of 2011.

The second Program Plan Update in June is likely to contain a larger number of new proposals that will have been awarded or have a greater than 80% likelihood of starting up in 2012.

## SAN FRANCISCO ESTUARY INSTITUTE

### SF Bay Exhibit

**PROJECT CODE**

**7091**

**START DATE**

**1/3/12**

**ANTICIPATED COMPLETION**

**8/31/13**

**TOTAL FUNDING**

**\$113,000**

**FUNDING FOR SFEI LABOR**

**\$110,000**

**FUNDING FOR 2012 SFEI LABOR**

**\$77,200**

**STATUS**

**In Negotiations**

**DIRECT CLIENT**

**Oakland Museum of California**

**PRIMARY CLIENT**

**Same**

**LEAD SCIENTIST**

**Robin Grossinger**

**PROJECT MANAGER**

**Ruth Askevold**

**COLLABORATORS**

**N/At**

#### Project Description

SFEI will be a partner in the major exhibition about San Francisco Bay, opening at the Oakland Museum of California in August 2013 in coordination with the opening of the new Bay Bridge. SFEI will support the efficient and accurate development of engaging, informative interpretive themes and content about San Francisco Bay. SFEI will draw upon its extensive work on the geography and ecological history of the Bay, as well as the ways people have used and modified

the shoreline, shaping the Bay of the present and future. Senior scientist Robin Grossinger will serve as guest co-curator of the exhibit; Chuck Striplen will provide assistance particularly with regard to the representation of indigenous cultures; other SFEI staff will provide technical review and content as identified.

#### Work Products

- contribute to exhibit concept design
- contribute selected content
- help recruit advisors
- provide technical review as needed

#### Project Status

In Negotiation

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### Bay Area IRWMP Climate Adaptation Update Using Historical Ecology

**PROJECT CODE**

**XXXX**

**START DATE**

**Fall 2012**

**ANTICIPATED COMPLETION**

**x/x/xx**

**TOTAL FUNDING**

**\$157,444 (with matching funds, total funding for project is \$248,193)**

**FUNDING FOR SFEI LABOR**

**\$137,444**

**FUNDING FOR 2012 SFEI LABOR**

**\$30,000**

**STATUS**

**Proposal being submitted to DWR/IRWM on March 9, 2012**

**DIRECT CLIENT**

**Bay Area IRWM Plan**

## PRIMARY CLIENT

**Bay Area IRWM Plan**

## LEAD SCIENTIST

**Robin Grossinger**

## PROJECT MANAGER

**Ruth Askevold**

## COLLABORATORS

**MMWD, SCVWD, ACFCWCD**

## Project Description

Sea level rise and climate change for the San Francisco Bay Area is a high exposure problem and must be a critical component to integrated regional watershed planning. In the face of growing anticipation of the impacts of climate change, the science predicts rising a sea level, increased precipitation, increased flooding hazards especially in low lying areas, and an overall vulnerability of the San Francisco Bay shoreline especially the tidal marshes over the next 100 years. Furthermore, disadvantaged communities in low lying areas around the Bay, will be disproportionately impacted by sea level rise.

Tidal marshes historically provided flood control and wave attenuation benefits, as well as habitat, migration corridors, and the transition zone between aquatic and terrestrial habitat. They are also extremely vulnerable to sea level rise. Adaptive strategies are needed that will improve the resiliency of tidal wetlands to sea level rise, or prioritization of restoration areas so that the flood control and wave attenuation benefits are maintained, thereby protecting adjacent communities and providing multiple ecosystem benefits.

The Bay Area currently lacks a regional understanding of shoreline vulnerability for specific locations, detailing historical change of shoreline and marsh extent and condition, as well as a regional adaptive strategy for addressing shoreline vulnerability, marsh dynamics and community impacts.

IRWM projects, especially those close to the Bay shoreline, will need to integrate sea level rise and climate change planning into their implementation strategies in order to maintain feasibility and compliance over time.

## Work Products

We propose address this gap in the Bay Area IRWM Plan by focusing on marshes and shorelines of the Bay margin, in order to pilot a study identifying shoreline typologies and their projected trajectories, and using this information to identify regional strategies for creatively addressing sea level rise.

## Tasks/deliverables include:

1. Extending the shoreline change analysis and to hone in on real rates of marsh retreat or progradation on a regional scale.
2. Comparison of shoreline change conditions, geomorphic interpretation of shoreline change patterns, watershed conditions, sediment supply, wave/fetch influences from historical conditions to current.
3. Installation of SET monitoring (USGS) in order to measure 3 years of shallow subsidence, or marsh accretion rates, in order to better understand marsh dynamics with regards to lateral AND vertical migration and sea level rise and field validate marsh change typologies.
4. Creation of regional toolkit based on case studies of different marsh typologies historical conditions, as well as observed and measured trends to suggest both site specific and regionally applicable adaptation strategies and for sea level rise and marsh migration

## Plans for 2012

Work plan development, project set-up

## Project Status

Will apply for funding for IRWM update on March 9, 2012

---

## USA RAM 2012 Support

**PROJECT CODE**

4082

**START DATE**

1/12/12

**ANTICIPATED COMPLETION**

1/11/13

**TOTAL FUNDING**

\$100,000

**FUNDING FOR SFEI LABOR**

\$55,671

**FUNDING FOR 2012 SFEI LABOR**

\$55,671

**STATUS**

Active

**DIRECT CLIENT**

EPA

**PRIMARY CLIENT**

Same

**LEAD SCIENTIST**

Josh Collins

**PROJECT MANAGER**

Sarah Lowe

**COLLABORATORS**

Siobhan F.

### Project Description

The USEPA is conducting the first National Wetland Condition Assessment (NWCA) in collaboration with States and other partners. The goals of NWCA are to: (1) report the ecological condition of the nation's wetlands, (2) build state and tribal capacity for wetland monitoring and assessment, and (3) advance the science of wetland assessment.

### Work Products

- Memo on the conceptual framework that will be used to guide analysis of the USA-RAM field data and the procedures used to assign scores for each relevant USA-RAM metric.

- Conduct a USA RAM training in Puerto Rico.

### Plans for 2012

The USEPA is conducting the first National Wetland Condition Assessment (NWCA) in collaboration with States and other

### Recent Findings and Publications

The USEPA is conducting the first National Wetland Condition Assessment (NWCA) in collaboration with States and other

### Project Status

Funded in January and USA RAM training completed in February 2012.

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## Corps Shoreline Study, Alviso

**PROJECT CODE**

4085

**START DATE**

12/28/11

**ANTICIPATED COMPLETION**

12/31/12

**TOTAL FUNDING**

\$27,762

**FUNDING FOR SFEI LABOR**

\$26,922

**FUNDING FOR 2012 SFEI LABOR**

\$26,922

**STATUS**

Active

**DIRECT CLIENT**

H.T. Harvey & Associates

**PRIMARY CLIENT**

USACE

**LEAD SCIENTIST**

Josh Collins

**PROJECT MANAGER**

Sarah Lowe

**COLLABORATORS**

**None**

**Project Description**

This is a flood risk management and ecosystem restoration project from the ACOE of which SFEI was asked by the main contractors (H.T. Harvey & Assoc.) to assist them in using the 1-2-3 Framework in an alternatives analysis along a South Bay shoreline(roughly the shoreline from Coyote Creek to Alviso Slough) .

SFEI will be involved in the following project tasks:

- i) Advise and assist in the development of a detailed study design and sample draw
- ii) California Rapid Assessment Method (CRAM) Field Assessments (tech-transfer & QA/QC) of existing estuarine wetlands
- iii) Wetland restoration performance projections

**Work Products**

Advisory & field CRAM assistance with some collaboration on the Client’s project report.

**Plans for 2012**

**This project will be completed within 2012**

**Recent Findings and Publications**

**None**

**Project Status**

**Funded and starting in February 2012**

**Historical Ecology of the McCormack-Williamson Tract Area: A Spatial and Temporal Framework for Restoration Planning and Design**

**PROJECT CODE**

**XXXX**

**START DATE**

**3/15/12**

**ANTICIPATED COMPLETION**

**6/30/12**

**TOTAL FUNDING**

**\$30,000**

**FUNDING FOR SFEI LABOR**

**\$30,000**

**FUNDING FOR 2012 SFEI LABOR**

**\$30,000**

**STATUS**

**In negotiation**

**DIRECT CLIENT**

**The Nature Conservancy**

**PRIMARY CLIENT**

**The Nature Conservancy**

**LEAD SCIENTIST**

**Robin Grossinger/Alison Whipple**

**PROJECT MANAGER**

**Ruth Askevold**

**Project Description**

Over the past three years, the San Francisco Estuary Institute-Aquatic Science Center (SFEI-ASC) has significantly advanced understanding of how the Delta looked and functioned before significant Euro-American modification. Carried out in collaboration with the California Department of Fish and Game (DFG), the Historical Ecology of the Sacramento-San Joaquin Delta Study provides valuable information to help scientists and managers identify the habitat mosaics and associated physical processes that characterized the landscapes of the natural Delta. In the project proposed here for The Nature Conservancy, this new body of information will be extended, translated, and transferred to TNC staff to support restoration planning for the McCormack-Williamson Tract (MWT) and surrounding areas. Specifically, SFEI-ASC would (1) compile historical information concerning the area of interest, (2) assemble and transfer relevant GIS data for project use, (3) transfer knowledge and technology through a series of presentations and group meetings, and (4) produce a technical memorandum describing historical conditions and implications for restoration.



This project will help guide selection of restoration options including relative proportion and placement of different habitat features within project design constraints, provide landscape context for the MWT, and describe historical conditions relevant to ecological functions. The project will increase the likelihood of successful, sustainable restoration design for the MWT and also provide a strong rationale for ecosystem restoration and outreach to community members and project sponsors. The project will also link restoration at MWT to the restoration principles and strategies that will be developed for the full region through the ongoing DFG/SFEI-ASC historical ecology work.

### Work Products

- Three technology transfer meetings/presentations
- Technical memorandum (15-20 pages) describing available historical data, interpretation of historical conditions, and implications for restoration.
- Geodatabase accompanying the technical memorandum (GIS layers and georeferenced historical maps/imagery describing study area)

### PLANS FOR 2012

**Complete project**

### Project Status

**In negotiations**

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## AQUATIC SCIENCE CENTER

### Nutrient Strategy Development and Implementation

#### PROJECT CODE

**8105**

#### START DATE

**02/23/2012**

#### ANTICIPATED COMPLETION

**02/22/2013**

#### TOTAL FUNDING

**\$350,000**

#### FUNDING FOR SFEI LABOR

**\$300,000**

#### FUNDING FOR 2012 SFEI LABOR

**\$250,000**

#### STATUS

**In Negotiations**

#### DIRECT CLIENT

**BACWA**

#### PRIMARY CLIENT

**Same**

#### LEAD SCIENTIST

**Dave Senn**

#### PROJECT MANAGER

**Meg Sedlak**

#### COLLABORATORS

**Region 2 Water Board, SCCWRP, USGS, SFSU-RTC**

### Project Description

San Francisco Bay has long been recognized as a nutrient-enriched estuary, but one that has historically proven resilient to the harmful effects of nutrient enrichment, such as excessive phytoplankton blooms and hypoxia. However, evidence is building that, since the late 1990s, the historic resilience of the Bay to the harmful effects of nutrient enrichment is weakening, as shown through significant increases in phytoplankton biomass (e.g., Cloern et al., 2007) and through hypothesized linkages between elevated ammonium and decreased diatom primary productivity rates (e.g., Dugdale et al. 2007).

Concurrently, the State Water Resources Control Board (State Board) has begun developing numeric objectives for nutrients in estuaries, and has adopted the Nutrient Numeric Endpoint (NNE) framework for this work. The NNE framework utilizes biological indicators as endpoints combined with load-response modeling to determine nutrient loads to estuaries that are protective of beneficial uses. The California Regional Water Quality Control Board, San Francisco Region, (Regional Water Board) is using

the NNE approach to develop nutrient objectives for the San Francisco Bay. An early product of that effort was a literature review (McKee et al., 2011) that identifies candidate biological indicators for the Bay and important science and data gaps that need to be addressed along the path to setting nutrient objectives.

In response to the apparent changes in the Bay's resilience to nutrient loading and recognizing the need for nutrient objectives, Regional Water Board staff and various Bay stakeholders have begun the process of developing a Nutrient Strategy. An initial draft strategy was developed in 2011, with a main goal of laying out a well-reasoned and cost-effective program to generate the scientific understanding needed to fully support major management decisions related to nutrients. The draft strategy has four main work elements: i) defining the problem; ii) monitoring program development and implementation; iii) developing a nutrient assessment framework; iv) developing a modeling strategy that can be used to assess potential impacts of various management actions.

Within the framework of the Regional Water Board and BACWA's cooperative effort on nutrients in San Francisco Bay, this project will support on-going nutrient strategy development, and begin work on two sets of high priority projects. The proposal consists of four main tasks: Task 1: Administration and Reporting; Task 2: Coordination of Nutrient Strategy Development and Implementation; Task 3: Numeric Models and Budgets: Suisun Bay and South Bay; and Task 4: Synthesis of Science Supporting Management Decisions in Suisun Bay. This work will be carried out by the SFEI in collaboration with the Southern California Coastal Water Research Project (SCCWRP), and in cooperation with the Regional Water Board, BACWA, other regional stakeholders, and regional scientists.

### Work Products

- Stakeholder Advisory Group (SAG) meetings
- Nutrient Strategy
- SF Bay Nutrient Website

- Study Plan for Suisun and South Bay Numeric Models
- Suisun Bay science synthesis report and study plan

### Plans for 2012

Up to 3 SAG meetings for progress updates and iteratively developing the Bay Nutrient Strategy (Task 2). Begin work on Tasks 3 and 4.

### Recent Findings and Publications

n/a

### Project Status

Related work is underway. Official start late February

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 **Table 1 2012 Budget Update**

|                   |             | 2012           |                       |                |
|-------------------|-------------|----------------|-----------------------|----------------|
|                   |             | Revised Budget | Board Approved Budget | Budget Changes |
| Revenue           | Labor       | \$5,259,979    | \$5,254,812           | \$5,167        |
|                   | Other       | \$8,500        | \$8,500               | \$0            |
|                   | Direct Cost | \$2,215,000    | \$2,215,000           | \$0            |
|                   | Total       | \$7,474,979    | \$7,478,312           | (\$3,334)      |
| Expenses          | Admin       | \$754,917      | \$774,428             | (\$19,511)     |
|                   | IT          | \$82,022       | \$82,022              | \$0            |
|                   | Labor       | \$4,418,596    | \$4,396,841           | \$21,754       |
|                   | Direct Cost | \$2,215,000    | \$2,215,000           | \$0            |
|                   | Total       | \$7,470,535    | \$7,468,291           | \$2,244        |
| Surplus/(Deficit) |             | \$4,443        | \$10,021              | (\$5,577)      |

**Table 2 Total Expenses Revised 2012 Budget**

| Expenses                          | Revised            | Board Approved     | Changes         |
|-----------------------------------|--------------------|--------------------|-----------------|
| Salaries                          | \$3,475,256        | \$3,451,210        |                 |
| Benefits                          | \$943,339          | \$945,632          |                 |
| <b>Total Labor Expenses</b>       | <b>\$4,418,595</b> | <b>\$4,396,842</b> | <b>\$21,754</b> |
| Subcontracts                      | \$1,900,000        | \$1,900,000        | \$0             |
| Other Reimb Expense               | \$315,000          | \$315,000          | \$0             |
| <b>Total Direct Cost Expenses</b> | <b>\$2,215,000</b> | <b>\$2,215,000</b> | <b>\$0</b>      |

|                                  |                  |                  |                   |
|----------------------------------|------------------|------------------|-------------------|
| Legal/Accounting                 | \$33,000         | \$33,000         | \$0               |
| Consultants                      | \$24,000         | \$20,000         | \$4,000           |
| Building Exp - Trash             | \$3,000          | \$5,000          | (\$2,000)         |
| Building Exp - PG&E              | \$30,000         | \$5,000          | \$25,000          |
| Building Exp - Water             | \$0              | \$5,000          | (\$5,000)         |
| Building Exp - Landscape         | \$10,000         | \$5,000          | \$5,000           |
| Building Exp - Elevator          | \$0              | \$5,000          | (\$5,000)         |
| Building Exp - Office Build outs | \$10,000         | \$10,000         | \$0               |
| Supplies - Office & Field        | \$25,000         | \$15,000         | \$10,000          |
| Publications/Dues                | \$3,000          | \$3,000          | \$0               |
| Printing                         | \$12,000         | \$12,000         | \$0               |
| Postage & Courier                | \$5,000          | \$5,000          | \$0               |
| Small Equip Office & Field       | \$20,000         | \$25,000         | (\$5,000)         |
| Rent                             | \$207,317        | \$233,328        | (\$26,011)        |
| Equipment Lease & Rental         | \$35,000         | \$35,000         | \$0               |
| Telephones                       | \$30,000         | \$30,000         | \$0               |
| Insurance                        | \$50,000         | \$50,000         | \$0               |
| Repairs & Maint                  | \$12,000         | \$12,000         | \$0               |
| Janitorial service               | \$25,000         | \$25,000         | \$0               |
| Travel                           | \$12,000         | \$12,000         | \$0               |
| Travel - Conferences             | \$22,000         | \$22,000         | \$0               |
| Professional Development         | \$25,000         | \$25,000         | \$0               |
| Conference                       | \$20,000         | \$20,000         | \$0               |
| Meetings & Events                | \$8,000          | \$8,000          | \$0               |
| Membership                       | \$6,000          | \$6,000          | \$0               |
| Recruiting Costs                 | \$8,000          | \$8,000          | \$0               |
| License & Taxes                  | \$2,000          | \$2,000          | \$0               |
| Fundraising                      | \$0              | \$15,000         | (\$15,000)        |
| Communications                   | \$10,000         | \$15,000         | (\$5,000)         |
| Depreciation                     | \$75,600         | \$75,600         | \$0               |
| Misc Payroll Expenses            | \$5,000          | \$5,000          | \$0               |
| Bank Fee                         | \$1,500          | \$2,000          | (\$500)           |
| Bad debt & Write-offs            | \$25,500         | \$25,500         | \$0               |
| <b>Total Admin Expenses</b>      | <b>\$754,917</b> | <b>\$774,428</b> | <b>(\$19,511)</b> |

Continued on next page

 **Table 2 Total Expenses Revised 2012 Budget (con't)**

| Expenses                 | Revised            | Board Approved     | Changes        |
|--------------------------|--------------------|--------------------|----------------|
| Workstation software     | \$24,000           | \$24,000           | \$0            |
| Workstation hardware     | \$17,000           | \$17,000           | \$0            |
| IT Training              | \$0                | \$0                | \$0            |
| Internet                 | \$10,120           | \$10,120           | \$0            |
| Data Storage (Backup)    | \$5,580            | \$5,580            | \$0            |
| Server software          | \$9,372            | \$9,372            | \$0            |
| Server hardware          | \$3,700            | \$3,700            | \$0            |
| Small Equip. & Book      | \$2,250            | \$2,250            | \$0            |
| Software Dev Methodology | \$10,000           | \$10,000           | \$0            |
| <b>Total IT Expenses</b> | <b>\$82,022</b>    | <b>\$82,022</b>    | <b>\$0</b>     |
|                          |                    |                    |                |
| <b>TOTAL EXPENSES</b>    | <b>\$7,470,535</b> | <b>\$7,468,292</b> | <b>\$2,243</b> |
| Controllable Costs/Year  | \$228,250          | \$239,250          | (\$11,000)     |
| Controllable Costs/Month | \$19,021           | \$19,938           | (\$917)        |

**Table 3 Labor Revenue by Focus Area**

| Employee            | % time | Home Program | 2012 Goal Billable | 2011 Actual Billable | 2012 Total Labor Revenue | 2012 Labor Expense | Net Labor Revenue |
|---------------------|--------|--------------|--------------------|----------------------|--------------------------|--------------------|-------------------|
| Allen, Rachel       | 0.75   | CW           | 90%                | 90%                  | \$62,348                 | \$37,983           | \$24,364          |
| Beagle, Julie       | 1      | CW           | 90%                | 88%                  | \$104,474                | \$62,393           | \$42,081          |
| David, Nicole       | 0.8    | CW           | 85%                | 91%                  | \$101,157                | \$67,050           | \$34,107          |
| Davis, Jay          | 1      | CW           | 75%                | 79%                  | \$197,263                | \$151,312          | \$45,951          |
| Gilbreath, Alicia   | 0.8    | CW           | 90%                | 88%                  | \$88,908                 | \$54,164           | \$34,744          |
| Gluchowski, David   | 1      | CW           | 90%                | 87%                  | \$77,800                 | \$46,463           | \$31,337          |
| Hunt, Jennifer      | 1      | CW           | 70%                | 83%                  | \$103,836                | \$82,438           | \$21,398          |
| Jabusch, Thomas     | 1      | CW           | 70%                | 83%                  | \$119,280                | \$93,430           | \$25,850          |
| Klosterhaus, Susan  | 1      | CW           | 70%                | 69%                  | \$121,009                | \$94,784           | \$26,225          |
| McKee, Lester       | 1      | CW           | 70%                | 65%                  | \$153,776                | \$123,769          | \$30,007          |
| Pearce, Sarah       | 1      | CW           | 90%                | 90%                  | \$125,404                | \$78,504           | \$46,900          |
| Sedlak, Margaret    | 0.8    | CW           | 80%                | 78%                  | \$134,351                | \$94,617           | \$39,733          |
| Senn, Dave          | 1      | CW           | 70%                | 57%                  | \$161,637                | \$130,096          | \$31,541          |
| Yee, Donald         | 1      | CW           | 85%                | 78%                  | \$190,207                | \$126,075          | \$64,132          |
| <b>TOTAL CW</b>     |        | <b>CW</b>    | <b>80%</b>         | <b>80%</b>           | <b>\$1,741,449</b>       | <b>\$1,243,078</b> | <b>\$498,371</b>  |
| Bezalel, Shira      | 1      | EDIT         | 80%                | 72%                  | \$120,283                | \$82,438           | \$37,844          |
| Cayce, Kristen      | 1      | EDIT         | 70%                | 65%                  | \$113,552                | \$88,943           | \$24,609          |
| Featherston, Todd   | 1      | EDIT         | 50%                | 31%                  | \$113,496                | \$127,888          | (\$14,392)        |
| Franz, Amy          | 1      | EDIT         | 90%                | 91%                  | \$109,823                | \$66,906           | \$42,917          |
| Frontiera, Patricia | 0.6    | EDIT         | 80%                | 78%                  | \$98,198                 | \$67,302           | \$30,896          |
| Grosso, Cristina    | 1      | EDIT         | 70%                | 71%                  | \$123,715                | \$99,574           | \$24,141          |
| Kass, Jamie         | 1      | EDIT         | 90%                | 89%                  | \$93,263                 | \$56,817           | \$36,445          |
| Klatt, Marcus       | 1      | EDIT         | 90%                | 89%                  | \$95,224                 | \$58,012           | \$37,212          |
| May, Michael        | 1      | EDIT         | 30%                | 22%                  | \$64,122                 | \$120,422          | (\$56,300)        |
| Mueller, Jeff       | 1      | EDIT         | 50%                | 44%                  | \$75,133                 | \$80,766           | (\$5,633)         |
| Ross, John          | 1      | EDIT         | 90%                | 94%                  | \$125,605                | \$78,630           | \$46,976          |
| Tseng, Gregory      | 1      | EDIT         | 30%                | 7%                   | \$28,327                 | \$51,773           | (\$23,445)        |
| Williams, Meredith  | 1      | EDIT         | 60%                | 55%                  | \$135,208                | \$123,556          | \$11,651          |
| Wong, Adam          | 1      | EDIT         | 90%                | 90%                  | \$81,205                 | \$49,224           | \$31,981          |
| <b>TOTAL EDIT</b>   |        | <b>EDIT</b>  | <b>69%</b>         | <b>64%</b>           | <b>\$1,377,152</b>       | <b>\$1,152,252</b> | <b>\$224,900</b>  |

Continued on next page

**Table 3 Labor Revenue by Focus Area (con't)**

| Employee                                 | % time | Home Program | 2012 Goal Billable | 2011 Actual Billable | 2012 Total Labor Revenue | 2012 Labor Expense | Net Labor Revenue  |
|--|--------|--------------|--------------------|----------------------|--------------------------|--------------------|--------------------|
| Cabling, Joanne                          | 1      | Ops          | 30%                | 14%                  | \$25,551                 | \$46,699           | (\$21,148)         |
| Hoenicke, Rainer                         | 1      | Ops          | 25%                | 15%                  | \$79,047                 | \$181,902          | (\$102,854)        |
| Leung, Frank                             | 1      | Ops          | 25%                | 28%                  | \$39,940                 | \$90,010           | (\$50,070)         |
| Leung, Lawrence                          | 1      | Ops          | 70%                | 69%                  | \$103,230                | \$80,859           | \$22,372           |
| Lofthouse, Meredith                      | 1      | Ops          | 10%                | 11%                  | \$9,385                  | \$50,445           | (\$41,060)         |
| Russio, Linda                            | 1      | Ops          | 10%                | 9%                   | \$13,834                 | \$77,939           | (\$64,106)         |
| Seto, Stephanie                          | 1      | Ops          | 10%                | 6%                   | \$10,906                 | \$59,798           | (\$48,892)         |
| Wanczyk, Linda                           | 1      | Ops          | 50%                | 35%                  | \$80,352                 | \$88,113           | (\$7,762)          |
| <b>TOTAL Ops</b>                         |        | <b>Ops</b>   | <b>29%</b>         | <b>23%</b>           | <b>\$362,246</b>         | <b>\$675,765</b>   | <b>(\$313,519)</b> |
| Askevold, Ruth                           | 1      | RL           | 70%                | 69%                  | \$107,373                | \$86,421           | \$20,952           |
| Beller, Erin                             | 0.9    | RL           | 85%                | 80%                  | \$92,275                 | \$59,523           | \$32,753           |
| Collins, Josh                            | 1      | RL           | 65%                | 47%                  | \$185,026                | \$160,376          | \$24,650           |
| Grossinger, Robin                        | 1      | RL           | 55%                | 49%                  | \$130,674                | \$122,704          | \$7,970            |
| Lowe, Sarah                              | 1      | RL           | 70%                | 65%                  | \$131,022                | \$105,455          | \$25,567           |
| Robinson, April                          | 0.8    | RL           | 90%                | 93%                  | \$76,824                 | \$46,803           | \$30,021           |
| Salomon, Micha                           | 1      | RL           | 85%                | 76%                  | \$89,417                 | \$57,679           | \$31,738           |
| Stanford, Bronwen                        | 1      | RL           | 90%                | 91%                  | \$87,686                 | \$53,420           | \$34,266           |
| Striplen, Charles                        | 0.8    | RL           | 80%                | 61%                  | \$86,774                 | \$59,472           | \$27,302           |
| Whipple, Alison                          | 1      | RL           | 80%                | 82%                  | \$96,497                 | \$66,136           | \$30,361           |
| <b>TOTAL RL</b>                          |        | <b>RL</b>    | <b>77%</b>         | <b>71%</b>           | <b>\$1,083,569</b>       | <b>\$817,989</b>   | <b>\$265,580</b>   |
| Del Castillo, Javier                     | 0.5    | PT           | 100%               |                      | \$36,160                 | \$36,160           | \$0                |
| Kahn, Kevin                              | 0.5    | PT           | 100%               |                      | \$31,640                 | \$31,640           | \$0                |
| Negron, Aida                             | 0.8    | PT           | 100%               |                      | \$61,385                 | \$61,385           | \$0                |
| Intern (in-house)                        |        | PT           | 100%               |                      | \$1,440                  | \$1,440            | \$0                |
| Intern (field)                           |        | PT           | 100%               |                      | \$7,768                  | \$7,768            | \$0                |
| <b>TOTAL Pass-through</b>                |        | <b>PT</b>    | <b>100%</b>        | <b>100%</b>          | <b>\$138,394</b>         | <b>\$138,394</b>   | <b>\$0</b>         |
| ES III (Landscape Ecology/ Statistician) | 0.5    | CW           | 60%                |                      | \$48,795                 | \$44,590           | \$4,205            |
| Database Specialist                      | 0.75   | EDIT         | 80%                |                      | \$66,918                 | \$45,864           | \$21,054           |
| Analyst (Nutrients)                      | 0.75   | CW           | 90%                |                      | \$70,398                 | \$42,042           | \$28,356           |
| Analyst (Project Manager/ Watersheds)    | 0.75   | CW           | 90%                |                      | \$70,398                 | \$42,042           | \$28,356           |
| Scientist/Modeler (Nutrients)            | 0.5    | CW           | 90%                |                      | \$62,736                 | \$38,220           | \$24,516           |
| Junior Ph.D.                             | 0.5    |              | 80%                |                      | \$65,060                 | \$44,590           | \$20,470           |
| Senior Ph.D.                             | 0.5    |              | 60%                |                      | \$61,334                 | \$57,330           | \$4,004            |
| M.S.                                     | 0.5    |              | 80%                |                      | \$55,765                 | \$38,220           | \$17,545           |
| M.S.                                     | 0.5    |              | 80%                |                      | \$55,765                 | \$38,220           | \$17,545           |
| <b>TOTAL New Staff</b>                   |        |              | <b>79%</b>         |                      | <b>\$557,169</b>         | <b>\$391,118</b>   | <b>\$166,051</b>   |
| <b>GRAND TOTAL</b>                       |        |              | <b>69.0%</b>       | <b>63.7%</b>         | <b>\$5,259,979</b>       | <b>\$4,418,596</b> | <b>\$841,383</b>   |

## Attachment 6

**TO:** Board of Directors  
**FROM:** Dave Tucker, Treasurer  
**Date:** February 23, 2012  
**SUBJECT:** Fiscal and Administration Committee Report

The Fiscal and Administration Committee met on February 16 via conference call to review the financial report closing the 2011 SFEI Fiscal Year and to provide direction to the ED for generating a surplus in 2012 and a gradual replenishment of the Institute's cash reserve. A summary of the financial diagnostics is included below, including the meeting outcomes and action items.

### Summary and Take-home Messages of Financial Diagnostics to Date:

- 2011 was an anomalous year, and it would have been possible to generate a small surplus if we had decided to renew our lease in Oakland and postpone organizational development efforts.
- SFEI/ASC has structural imbalances. Our overhead rates for both organizations have not changed and need to be adjusted to reflect increased health-care costs, our new rent structure, and a greater percentage of work dedicated to general organizational support functions (building management, HR tasks, IT infrastructure maintenance and operations, desktop support, website upgrades and maintenance, etc.) In addition, the salary multiplier for ASC is set too low at 2.7, compared to SFEI's multiplier of 2.85.
- We have an imbalance of staff billing primarily to overhead tasks compared to those billing to cost-reimbursable tasks.
- We can generate a surplus in 2012 by: (a) hiring additional scientists and technology staff that are highly billable, (b) increasing the utilization goals of a few key staff members on a short-term basis (6-12 months), (c) deferring hiring staff that do not generate net revenue.
- We need to plan for bringing structural issues into balance that includes: (a) re-negotiation of the SFEI-ASC administrative service agreement to reflect our true overhead costs that require the same multiplier as the negotiated SFEI multiplier; and (b) a consistent, Institute-wide budget development methodology that incorporates sufficient contingencies into appropriate project line items



**SFEI Finance and Admin Committee Conference Call  
February 16, 2012  
10:00am-12:00pm**

**DRAFT SUMMARY**

**In Attendance:**

**SFEI-** Jim Fiedler, Dave Tucker, Trish Mulvey, Barbara Salzman

**Staff-** Rainer Hoenicke, Frank Leung, Lawrence Leung, Stephanie Seto

**Meeting Outcomes and Action Items**

Amended agenda items: Background on Ms. Griffin’s departure and approval on how to structure signature delegation in the ED’s absence.

Dr. Hoenicke’s 360 review will be launched next week and results are expected by end of March.

The Committee agreed that it is unnecessary to assign a second staff member, in addition to the ED, to sign contracts on the Board’s behalf according to the Program Plan and its quarterly updates. The Committee recommends to the Board to leave delegation of signature authority as is, with the Board Chair signing contracts should the ED be unavailable.

| <b>#</b> | <b>Action Item</b>   | <b>Who?</b>                       | <b>When?</b>                 | <b>Status</b> |
|----------|--|-----------------------------------|------------------------------|---------------|
| 1        | Send meeting doodle to schedule a conference call for third week in March.   | Stephanie Seto                    | by February 17th             | Completed     |
| 2        | Revise dashboard adding three-month projections, a line for YTD totals, and realistic targets so there are no surprises in the future. | Rainer Hoenicke<br>Lawrence Leung | by next A&F meeting in March |               |

|   |                                   |                              |           |
|---|-----------------------------------|------------------------------|-----------|
| 3 Create realistic budget to include new staff.   | Rainer Hoenicke<br>Lawrence Leung | by February 23rd             | Completed |
| 4 Add 2012 projections to Table 5 with a subtotal line at the end of each program area (column by column).  | Rainer Hoenicke<br>Lawrence Leung | by February 23rd             | Completed |
| 5 Look at unbillable work tasks items that can be suspended without risk of backsliding.  | Rainer Hoenicke<br>Lawrence Leung | by next A&F meeting in March |           |
| 6 Identify appropriate triggers for various levels of actions based on monthly performance numbers and revise Dashboard to include revised targets. | Rainer Hoenicke                   | by February 23rd             | Completed |
| 7 Re-negotiate ASC multiplier and discuss with Darrin Polhemus.   | Rainer Hoenicke<br>Lawrence Leung | Early April                  |           |
| 8 List the operational improvement needs that Ms. Griffin had identified that need to be carried forward.   | Rainer Hoenicke                   | by next A&F meeting in March |           |

