



**TO:** San Francisco Bay Joint Venture Management Board Members and Alternates

**FROM:** Beth Huning, Coordinator

**DATE:** January 23, 2017

The Joint Venture Management Board will meet on **Tuesday, January 31 from 10:30 am to 1:30 pm** at the Oro Loma Sanitary District. The address is 2655 Grant Avenue, San Lorenzo, CA 94580. Directions can be found [here](#). *Note that the timing of our meeting has changed*, at least on a trial basis, so be sure to bring your lunch with you. The meeting will be followed by a tour of the horizontal levee and for that we suggest you wear comfortable clothing and walking shoes.

This meeting will primarily be a business meeting with a focus on SFBJV plans for the upcoming year since we did not hold an annual planning retreat.

- Our four working committees will report on their top priority projects, programs, or actions for 2017
- We will review the financial status of the SFBJV along with a budget report from FY16.
- We will present for your discussion and adoption a draft budget recommended by the Executive Committee.
- The Implementation Plan revision is now underway. We will review the status of the revision, the writing, and discuss with you the next phases for collecting and deciding upon content.

Following is your briefing packet for the meeting. Please review the attachments carefully in advance and prepare any questions you might have so that our discussions can move efficiently.

We hope you will join us for our next Management Board meeting and the tour of the horizontal levee at Oro Loma. Again, please note the new meeting time, 10:30-1:30. Please confirm your participation for the Management Board meeting [here](#). We look forward to seeing you on January 31.

**San Francisco Bay Joint Venture Management Board Meeting**  
**Oro Loma Sanitary District, 2655 Grant Ave., San Lorenzo**  
**Tuesday, January 31 10:30 am - 1:30 pm**

**AGENDA**

- 10:30 Welcome and Introductions
- 10:40 Coordinator's Report Attachment A
- 10:45 Chair's Report and Approval of October 25, 2016 meeting notes  
*Anne Morkill, US Fish and Wildlife Service* Attachment B  
[Action]
- 11:00 SFBJV Working Committee Reports  
Government Affairs Committee - *Arthur Feinstein, Chair*  
Science Steering Committee - *Renee Spenst, Chair*  
Outreach Committee - *Caroline Warner, Outreach Coordinator*  
Conservation Delivery Committee - *Marc Holmes, Chair*
- 11:40 Break
- 11:55 2017 Work plan Attachments C, D  
*Beth Huning, Coordinator* [Discussion, Action]
- 12:20 FY16 Budget Report and Proposed FY17 Budget Attachments E, F  
*Beth Huning, Sandra Scoggin* [Information, Discussion, Action]
- 12:50 SFBJV Implementation Plan Revision Attachments G, H  
*Sandra Scoggin* [Information, Discussion, Action]
- 1:20 Announcements, Next Meeting
- 1:30 Adjourn to Oro Loma Horizontal Levee site visit

## Attachment A

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### **San Francisco Bay Joint Venture Management Board Meeting Richardson Bay Audubon Center & Sanctuary, 376 Greenwood Beach Road, Tiburon Tuesday, October 25 1-4 pm**

**In attendance:** *Anne Morkill (US Fish and Wildlife Service, Chair), Sara Azat for Korie Schaeffer (NOAA Fisheries, Vice Chair), Donna Ball (Save the Bay), Arthur Feinstein (Citizens' Committee to Complete the Refuge), Matt Gerhart (State Coastal Conservancy), Marc Holmes (The Bay Institute), Thomas Kendall (US Army Corps of Engineers), Tom Kimball (US Geological Survey), Dean Kwasny (Natural Resources Conservation Service), Jeff McCreary (Ducks Unlimited), Scott McFarlin (Wildlife Conservation Board), Chindi Peavey (San Mateo County Mosquito and Vector Control), Diane Ross-Leech (PG&E Company), Barbara Salzman (Bay Area Audubon Council), Renee Spenst (Ducks Unlimited), John Takekawa (Audubon California), Bruce Wolfe (Regional Water Quality Control Board), Julian Wood (Point Blue Conservation Science)*

*SFBJV Staff: Beth Huning, Sandra Scoggin, Caroline Warner*

#### **1. Welcome and Introductions**

Participants introduced themselves. Anne Morkill thanked John Takekawa and Richardson Bay Audubon for generously providing the meeting space.

#### **2. Chair's Report - Anne Morkill, USFWS**

- Notes from the July 26, 2016 meeting were approved.
- A performance review process is being established to provide feedback to JV staff contractors. One or more Management Board members will be asked directly by staff to review their performance.

#### **3. Coordinator's Report - Beth Huning, SFBJV**

Beth announced that SF Bay Restoration Authority is reconfiguring the Advisory Committee. Everyone on the original Advisory Committee has been asked to resign and then re-apply. The original Advisory Committee was comprised of people who could help get Measure AA passed. They now seek different expertise and have requested that the SFBJV distribute to the application to members to its partners. Applications due December 15.

The SFBJV contracted with Brian Fulfroost to use World View and ground truthing to map mudflats in the South Bay. This process seems to have worked well to be able to determine the current extent of mudflats and, if redone periodically, has the potential to show change over time. The maps will be

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shown as part of the committee reports later in the meeting and next steps discussed to discuss costs and feasibility to use this process for mapping mudflats in the rest of the Estuary.

### **4. SFBJV Working Committee Reports**

The committee reports were introduced in the context of 2016 accomplishments and planning for 2017. A copy of a draft workplan was included in the briefing packet for reference. Some confusion ensued about what the connection is between the workplan and the agenda item of working committee reports. Beth and Sandra explained that the accomplishments reporting is based on this past year, and the draft work plan includes committee recommendations looking ahead at next year. There was some discussion of work plan format with recommendations including: connecting the workplan to the Implementation Plan, reporting accomplishments and measuring progress, and more visibly linking goals to the JV working committees. It was pointed out that the current work plan is tied to the 5-year strategic plan that is ending in 2017. With a new Implementation Plan under development, it makes more sense to change work plan formats once the new Implementation Plan is more formalized.

*Action: It was recommended that a workplan report be included for consideration in January as well as a separate work plan document for 2017 and that staff and committee chairs work between now and then to provide additional clarity to the document.*

### **Conservation Delivery Committee - Marc Holmes, Chair:**

Marc Holmes highlight several habitat projects that were completed in 2016 - Oro Loma, Breuner Marsh, Sonoma Creek, and Bair Island. The Management Board recommended that the next meeting be a site visit to the Oro Loma Horizontal Levee Project. Arthur Feinstein reminded everyone that much of the success of Bair Island is a result of citizen activists, and Chindi Peavey noted that the Bair Island project has reduced mosquito populations.

Other accomplishments in 2016 include the passage of Measure AA, completing the Flood Control 2.0 project and SediMatch web tool, and the Climate Adaptation Decision Support Phase 1 and 2. Phase 2 (San Pablo Bay National Wildlife Refuge climate adaptation plan) will be completed next month and shared at the November 10 Conservation Delivery Committee meeting.

*Action: Send the Management Board a link to CADS. [NOTE: Phase 1 is [here](#). Phase 2, San Pablo Bay National Wildlife Refuge Climate Adaptation Plan is [here](#).]*

A key accomplishment this year was the completion of the SFBJV Project Tracker. The new habitat tracker presents the JV with a much more broadly useful and potentially influential tool. Future uses of the tool, including generating accomplishments reports, were discussed.

### **Science Steering Committee - Renee Spenst, Chair**

Monitoring and evaluation continues to be a regular discussion topic, particularly in light of the CCMP recommendation to create a regional monitoring program. A conversation ensued about how to approach regulators, what will be needed to approach them, the timeliness of this, and the details of any proposal. Mike Vasey and Stuart Siegel of the SF Bay NERR are leading the effort to define SFBJV monitoring needs with partners from the Science Steering Committee, but with the unsuccessful EPA proposal, a

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funding allocation may be necessary to develop a basic framework, the details of which will be reviewed with the Science Steering Committee.

There is a movement on the part of regulatory agencies to develop a regional monitoring program. Points of discussion included caution by partners that this could lead to more monitoring requirements, which could drive up costs of projects while not providing additional meaningful data. Matt Gerhart spoke to the value of the JV being involved in a regional monitoring program to ensure the voices of project managers are heard and included as permits and monitoring requirements are being developed. The SF Bay Restoration Authority will potentially consider funding development of a regional monitoring program or monitoring within approved projects, so a JV- lead independent analysis of monitoring needs would be informative and helpful. Tom Kimball pointed out the values to the greater community of common metrics that can be applied on a broad level.

Jeff McCreary requested that the Management Board revisit the Science Steering Committee charter and incorporate a change in language to reflect that the Chair will be a representative of a management board organization.

*Action: The motion was approved to change the language in the Science Steering Committee charter to reflect that the Chair will be a representative of a Management Board organization.*

### **Outreach Committee - Caroline Warner, SFBJV Outreach Coordinator**

Caroline shared the initial version of the Heron's Head video short and requested feedback. Arthur Feinstein requested that the opening scene show a less devastated area of the Bayview so as not to alienate diverse communities. He also requested that the text highlight the important role of citizen engagement in securing Heron's Head for a park and wetland restoration. The Management Board agreed that the SFBJV logo be the only one posted on the final slide.

### **Government Affairs Committee - Arthur Feinstein, Chair**

Arthur reported that the annual in-person meeting of the Government Affairs Committee will take place in November after the election, as a work plan will need to reflect the election results. The following other topics were discussed with the Management Board:

- The Farm Bill will be up for reauthorization in 2018. The NRCS wetland easement program can work with JVs and partner organizations to secure priority wetlands through our NGO partners.
- Beth reported on her meeting with Jonathan Birdsong, the new National Fish and Wildlife Foundation Southwest Regional Director. Many SFBJV partners know Jonathan from his time as legislative director for Congressman Mike Thompson. Beth and Jonathan met to discuss SFBJV priorities.
- The 2017 SFBJV fact sheet and federal requests will be developed after the annual Government Affairs Committee meeting.

### **5. SFBJV Implementation Plan**

After several months of preparation, determining the content, drivers, and other background, the SFBJV Implementation Plan revision is underway. SFBJV staff reviewed milestones in 2015-2016. These included establishing an Implementation Plan Team (IPT) to guide the process. Those members are: Anne

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Morkill and Jeff McCreary (Co-chairs), Renee Spenst, Marc Holmes, Arthur Feinstein, Diane Ross-Leech, Barbara Salzman, Julian Wood, Korie Schaefer, Beth Huning, Sandra Scoggin, and Caroline Warner. The scope of content was developed and existing content populated in a central location. A table of contents that will be the framework was approved by the Management Board at the July meeting.

This past quarter the SFBJV selected and contracted with writer, John Hart. He will be at the 20th anniversary celebration following the meeting to meet Management Board members who may not know him. Sandra Scoggin will now be managing the process as we develop work teams and content. She presented a near term timeline for writing and tracking progress. The next few Management Board meetings will have time devoted to process and any needed discussion or decisions.

### **6. SFBJV Policy Discussion – Review Endorsement Procedures, voting procedures**

After being engaged for several years with the State Water Board Dredge or Fill (formerly wetlands) policy, the SFBJV was not able to come to consensus to provide comments on the final policy. As a result of our inability to comment, it was recommended that the JV review our policy procedures in order to remind Management Board members how the SFBJV addresses policy and the types of policy actions in which the SFBJV engages. Arthur Feinstein led this review. It was not intended to revise our processes but more to serve as a reminder of procedures that have been adopted by the Management Board. The discussion started with a show of hands of the number of members who were new to the Management Board since our policy discussions in 2012-2013. This was enlightening, as it reflected about 1/3 of the the Management Board members and it was noted that it's important to review operating procedures on a periodic basis.

The endorsement and voting procedures were distributed in the Management Board packet and reviewed. Beth Huning prepared and shared several slides that summarized the following:

- In 2012 the North American Waterfowl Management Plan (NAWMP) Committee identified engaging in policy as a programmatic area in which to become more involved. They surveyed Joint Ventures and recognized that many JV's did not engage in policy. They prepared a white paper illustrating ways that JV's could become more active in policy issues.
- The white paper defines "Advocacy" and illustrates the differences between education, lobbying, and political action. JV's should not engage in political action, but there are ways that the JV can engage in the other two. These were illustrated and guidance was provided to the Management Board.
- The science-policy interface was also included in the white paper, as were the benefits to JV's engaging in policy.
- As a result of the NAWMP white paper, the SFBJV updated our own policy procedures and developed our own white paper, included in the packet.
- The discussion also reviewed our 2008 (revised in 2010) procedures for SFBJV endorsement, which have worked well for the JV until the latest State Board policy. The document addresses the fact that the SFBJV can engage in policy that may positively or negatively impact the ability of the SFBJV to achieve its goals. It specifies how to address objections from partners and acknowledges that some issues are urgent and require a rapid turn-around with specifics on how to deal with them. It also identifies ways for the JV to move forward if objections by partners are not overwhelming.

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In cases where objections are overwhelming, the SFBJV does not take a position but leaves it to the partners to engage.

The discussion brought Management Board members up to date on our voting and endorsement procedures and reaffirmed that the SFBJV does engage in policy, and how. No changes to SFBJV procedures were recommended.

### **7. Request to Change Management Board Meeting Times**

Management Board meetings have been scheduled at a time to not conflict with other standing agency meetings. A number of SFBJV Management Board members commute from Sacramento and the 1-4 pm timing puts them and other members in the thick of afternoon commute traffic. They requested that we consider meeting in the morning or the middle part of the day. Many members already set aside a full day for the meeting and any associated field trip.

*Action: The Management Board recommends that the meeting time be adjusted to late morning/early afternoon on a trial basis. This will be revisited at the July Management Board meeting to determine whether to make the change permanent.*

### **8. Announcements and Next Meeting**

The meeting schedule for 2017 is as follows: January 31, April 25, July 25, October 31.

### **9. 20th Anniversary Celebration and Adjourn**

As the meeting was adjourned, Management Board members were surprised with their 20th anniversary celebratory gift of a field vest. Members then made their way to the Lyford House for a photograph and celebratory party, joined by original Management Board members from 20 years ago, former SFBJV Chairs, and invited guests. Jerry Kay recorded an oral history from founding members. A brief program, with Anne Morkill (SFBJV Chair) as MC, acknowledged our accomplishments and those who founded the JV. Congressional certificates from Representatives Huffman and Honda were acknowledged and displayed, and representatives of elected official were introduced. Congratulations to all of us for 20 years of partnerships working for wetlands and wildlife.

**Attachment B**

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**San Francisco Bay Joint Venture Coordinator's Report**

**TO:** SF Bay Joint Venture Management Board and Other Interested Parties

**FROM:** Beth Huning, Coordinator

**DATE:** January 19, 2017

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*This report is an overview of activities of the Joint Venture and significant developments since the Management Board meeting on October 25, 2016.*

**A. News of Note from the Joint Venture**

**1. Joint Venture Management Board Meeting and site visit, Tuesday, January 31, 2017 at Oro Loma Sanitary District. Management Board meeting from 10:30 am - 1:30 pm\* followed by tour of the Oro Loma Horizontal Levee.**

*\*Please note the new starting and ending time that we are testing as a way to help Management Board members avoid afternoon traffic.*

Please join us on January 31<sup>st</sup> for our Management Board meeting at Oro Loma Sanitary District followed by a tour of the horizontal levee project. This meeting will focus on SFBJV business, addressing the following items:

- Our four working committees will report on their current work after an annual summary and 2017 committee work priorities presented at the October 25, 2016 meeting.
- We will briefly review accomplishments in 2016 and then turn our attention to the proposed 2017 work plan [Attachment C].
- The work plan is being accompanied by a proposed budget for 2017. We will review FY16 expenses and discuss the proposed FY17 budget [Attachments E, F].
- Progress has been made on the Implementation Plan revision. We will bring you up to date on progress and next steps at the Management Board meeting.

We will adjourn at 1:30 for a tour of the horizontal levee project that will last until about 2:15. This project is the first of its kind in SF Bay.

**2. Background for Discussion, January 31 Management Board Meeting [Attachments]**

The following information provides a summary for the business agenda items to be discussed at the upcoming meeting

**• SFBJV 2017 Work Plan – Attachment C**

A summary of accomplishments in 2016 and recommendations for 2017 was presented at the October 25, 2016 meeting. The ensuing discussion led to a request that additional accomplishments be presented and that the work plan format be more explanatory. SFBJV staff have taken steps to accommodate the requests, showing the SFBJV working committee primarily responsible for implementation of the goals

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and adding a column to track accomplishments toward the plan.

The format follows the SFBJV 5-year strategic plan goals and objectives that were adopted in early 2012. We are at the end of the life cycle of that plan, but since we are in the process of revising our Implementation Plan, we elected to maintain the previous format. In the coming months we will consider a new options so that future work plans correspond with the revised Implementation Plan.

Please review the plan in advance. During the Management Board discussions, working committee chairs will only highlight recommendations for 2017 that differ from the 2016 work plan and were not discussed during the work plan review at the October 25, 2016 Management Board meeting. The goal is to adopt this plan with any changes during the Management Board meeting.

- **FY17 SFBJV Operating Budget – Attachments E, F**

The SFBJV closed our fiscal year 2016 on September 30. Subsequent to our October meeting, we have received our budget reconciliation report from Point Blue our fiscal agent. We have since calculated the expenditures with each category for the attached FY16 budget report. This is provided for your reference so that you can see how funding was expended this fiscal year. Our accounts match those of our fiscal agent, Point Blue. Note that we ended the fiscal year with a surplus, which will be explained at the Management Board meeting.

Our operating funds for FY17 include the surplus and revenue from our latest contract between the Fish and Wildlife Service and Point Blue, our FY16 allocation of \$382,086. While we recently closed two program contracts, we also have two new ones with SFEP and ABAG - \$19,200 for Healthy Watersheds, Resilient Baylands and \$4,500 for Upland Transition Zone planning, both from EPA funds. Both projects address SFBJV science or project implementation priorities and are in our 2017 work plan.

Because of cost savings and additional contracts from SFBJV partners, the SFBJV is in good shape this fiscal year. The proposed budget items tie directly to the 2017 work plan. We will review these with you at the meeting with the intent of adopting the 2017 operating budget.

- **Implementation Plan Revision – Explained below in number 3.**

### **3. SFBJV Implementation Plan Revision Update [Attachments G and H]**

There has been a lot of Implementation planning activity since our October meeting. Sandra Scoggin is leading the plan revision effort as Project Manager and has contracted a Project Management Assistant, Brenna Mahoney, to help with many of the details. Some of you will remember Brenna from a similar role she played with the Bayland Goals Science Update. Other staff and some partners have been tasked with specific elements of the content production. Our Implementation Plan writer, John Hart, has been busily producing the introductory chapter to the Implementation Plan and setting the stage for other sections to follow.

At our meeting on January 31 we will be discussing and, hopefully adopting, a Project Charter for the revision. The [Project Charter](#) gets us all on the same page and links to all relevant project pieces. It is the core document that will allow us to move forward. Anne and Jeff, Co-Chairs of the Implementation Plan Team have already reviewed, signed off and are recommending adoption of the Charter by the Management Board.

A basic plan for approaching content has been developed and another area of focus on January 31 will be to gather your input and ideas regarding the composition of our Work Teams. You will see your names as well as names of some of your staff on these DRAFT lists. You may also see some gaps that we are looking for ideas on how to fill. We are looking for suggestions and volunteers.

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### 4. Measure AA Update and Timing

The SFBJV staff has been receiving numerous inquiries about “what’s next” with Measure AA. The Coordinator Report in the October 31 Management Board packet provided an extensive overview of the process between now and release of funding. The following summary reflects actions taken by the Restoration Authority (Authority) during this last quarter.

- The Authority, ABAG, and the Coastal Conservancy approved a joint powers agreement whereby the Conservancy will operate the program and be compensated for operational costs, not to exceed 5%.
- The Authority approved a timeline for implementation through January 2018 at their meeting on November 30. The contents of the plan can be found at [here](#).
- At the November 30 meeting the Authority adopted a resolution to require applicants for Measure AA funding to use Project Labor Agreements (PLA) for all construction of restoration projects costing more than \$500,000. There was a lot of support from labor groups in favor of PLA’s, while some SFBJV project managers expressed concerns about the additional legal and financial burden. The PLA resolution can be found at [here](#).
- Advisory Committee – All members of the initial Advisory Committee were asked to resign so as to reconstruct an Advisory Committee that will focus on implementation rather than passing Measure AA. A new Advisory Committee has been formed, and applicants were notified this week whether they will be part of the new Advisory Committee. More than 150 applications were received by the deadline of December 15. The Advisory Committee will convene several times over the next few months to provide input into guidelines for project selection, etc.

### 5. SFBJV Project Data Base in EcoAtlas

SFBJV Projects are now viewable in [EcoAtlas](#) and editable through [Project Tracker](#). Management Board input is welcome any time to identify and prioritize key reports and functions that would be useful. Contact Sandra to discuss your interests or needs. With the new system now online, fully functional, and populated, it is now time for a thorough update of all projects. The JV has just contracted Liz Duffy to complete this round of updates and to manage continued improvements to the system over the next few months.

### 6. Flood Control 2.0 Products Now Available

The SFBJV, along with our program partners SFEP, SFEI, BCDC, EPA, and 3 flood control districts have completed the ambitious 4-year Flood Control 2.0 project. The team produced a number of new tools to provide scientific information and guidance to restoration practitioners, flood control agencies, local municipalities, and others who may consider addressing flood control issues through channel redesign that more closely mimics natural processes.

On November 10, the SFBJV and project team hosted a workshop for over 45 participants to discuss the lessons learned and share the regulatory guidance document. Over the next few months the team will be promoting the tools with various audiences. In addition to the project visions for Lower Walnut Creek, Novato Creek, and San Francisquito Creek, the toolbox includes historic and present channel analyses for the 3 projects and all of the streams draining into SF Bay, regulatory analyses and a guidance document to help project applicants clear regulatory hurdles, economic analyses that illustrate the costs and benefits for such projects, the SediMatch web tool that can match sediment suppliers with project needs, and podcasts featuring the projects and products of Flood Control 2.0.

**7. 6th International Sea Duck Conference (ISDC) - Feb 6-11, 2017**

The SFBJV is helping to sponsor and host this conference to be held at the Tiburon Lodge. The theme of [this year's ISDC](#) is "From Bay to Boreal: Challenges of Full Annual Cycle Management of Sea Ducks".

The conference will include plenary talks by leading experts as well as wide-ranging topics from the effects of climate change, harvest management, migration ecology, population modeling, productivity, and wintering ground challenges. SFBJV Outreach Coordinator, Caroline Warner, has been assisting the event coordinator to plan tours and special events and will share an update about these at the Management Board meeting. There is still space to attend and opportunities for sponsorship. We encourage our partners to attend and learn about the sea ducks that make the SFBJV region their winter home as well as the status and biology of sea ducks across the planet.

**8. National Joint Venture Coordinators' Meeting**

Each year joint venture coordinators from the US and Canada convene to discuss our mutual programs and issues and to learn from each other. The SFBJV hosted this annual meeting the week of November 14 in Napa. Topics of discussion included the future of joint ventures under the new federal administration, joint venture relationships with NRCS, federal bird conservation plan science teams integration, and human dimensions.

US Fish and Wildlife Service administration transition team members provided information that they could share on the transition process as the joint ventures discussed strategies and messages for the next 4 years. The SFBJV does not have the capacity to regularly participate in the national science teams for the bird conservation plans; so that discussion was more relevant to those who do. NRCS is a strong partner in many joint ventures, particularly rural JV's that consist of mostly private lands. There's an ongoing dialog with NRCS around funding for field positions within several JV's. The SFBJV shared our unique situation where NRCS is helping secure easements and title transfers for some of our priority wetland areas. As joint ventures look to the future, some joint ventures are acknowledging that it will be necessary to integrate social science with science and habitat delivery. The SFBJV has been viewed by our colleagues as a leader in the human dimensions arena, and we were able to share our work on Measure AA and other strategic efforts.

The major benefit of hosting a meeting such as this is the opportunity to share SFBJV programs and projects, and our unique geography. The other JV coordinators learned a lot from us at both the meetings and on the field trip and enjoyed their time spent in our region. (See Outreach Committee report for a description the field trip.)

**9. EPA's Regional Monitoring Workshop and SFBJV Monitoring Needs**

The completion of the 2016 Comprehensive Conservation Management Plan (CCMP) by the SF Estuary Partnership identifies the need for more coordinated monitoring, both for compliance and effectiveness, as we all implement the Baylands Goals Update for Climate Change and accelerate restoration. Monitoring for effectiveness continues to be a high priority of the SFBJV, and the JV is listed as a lead in the CCMP, along with state and federal regulatory agencies. In this past quarter there has been a lot of activity surrounding this particular CCMP recommendation.

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On January 5, EPA hosted an interagency workshop by invitation to initiate discussions among agencies and restoration practitioners with the goal of developing a regional monitoring program. As the workshop was being developed, the SFBJV was invited onto the planning team, and we nominated a number of our restoration partners as workshop participants.

The focus of the workshop was to discuss elements that would contribute to a regional monitoring program for regulatory compliance. The SFBJV shared information about existing monitoring plans and indicators that had previously been developed by the JV through workshops with our partners. This information was summarized in the general session presentation by Josh Collins. John Bourgeois of the South Bay Salt Pond Program provided a presentation from the perspective of a regulated project manager. Real-life issues illustrated how most compliance monitoring doesn't lead to answering project management questions for adaptive management. Other SFBJV project managers contributed similar perspectives in the afternoon break-out sessions.

SFBJV Coordinator, Beth Huning, facilitated the tidal wetlands afternoon breakout session that focused on management questions and monitoring needs of tidal marsh adaptive management. The group identified management questions that would meet regulatory agency needs for decision-making and evaluating the effectiveness of restoration actions. The workshop meeting notes have yet to be distributed and will be shared when they are available.

This workshop, which included continual references to Measure AA funding, reinforced the needs of SFBJV project and land managers to answer their own management questions, those identified by the SFBJV Science Steering Committee - tracking net landscape change and species response to restoration – as well as address regulatory compliance. Such a monitoring program has been a priority for the SFBJV for a number of years, but needed program development funding has been lacking.

Since funding is not available to do a full plan, the fallback for the SFBJV is a monitoring framework to provide guidance – what needs monitoring, where, and how often. This will not only help our land management and project partners in their resource allocation, it will enable the JV to offer regulatory agencies a structured framework that can contribute to a regional monitoring program and, hopefully, help them refine their monitoring requirements and not drive up project monitoring costs for project applicants. As we revise the SFBJV Implementation Plan, each section will have assessment recommendations. These sections of the plan can more easily be addressed with a guiding framework.

### **10. SFBJV Letters of Endorsement**

The SFBJV sent the following letters since the October 25, 2016 Management Board meeting, available to Management Board members upon request:

- *November 7, 2016, 2016* - Letter to Congressman Mike Honda expressing appreciation for the Certificate of Recognition to acknowledge the Joint Venture's 20-year anniversary on October 25.
- *November 7, 2016, 2016* - Letter to Congressman Jared Huffman expressing appreciation for the Certificate of Recognition to acknowledge the Joint Venture's 20-year anniversary on October 25.
- *November 29, 2016* - Letter to Dean Bailey, College of Science and Mathematics at California Polytechnic State University, acknowledging the resource values of the Central Coast of California and the need for conservation partnerships, such as a joint venture. The university has been considering partial funding for collaborative and coordinated science, policy, management, restoration, education, and protection to ensure the long-term ecological and economic health of the Central Coast region.

## **B. Joint Venture Working Committee Summaries**

The following summarizes activities of the SFBJV working committees since the October 25, 2016 Management Board meeting.

### **1. Conservation Delivery Committee-Marc Holmes, Chair**

The Conservation Delivery (CD) Committee met on November 10, 2016. This is a brief listing of topics discussed at the meeting, focusing on major topics not described elsewhere in this report. For more information see “News of Note” above and the full meeting notes posted on our [website](#).

#### **November 10, 2016, 10:00 a.m.-1:00 p.m., SFEI, 4911 Central Ave, Richmond, CA**

**In attendance:** *Marc Holmes, Chair (Chair, The Bay Institute), Donna Ball (Save the Bay, via phone), Chris Barton (East Bay Regional Park District), Warner Chabot (SFEI), Aimee Good (SFBay National Estuarine Research Reserve), Heidi Nutters (San Francisco Estuary Partnership), Paul Curfman (WRA), Helen Dickson (The Watershed Project), Arthur Feinstein (Citizen’s Committee to Complete the Refuge), Brian Fulfroost (Fulfroost Consulting, via phone), Colin Grant (USFWS - Tidal Marsh Recovery Program), Avra Heller (State Coastal Conservancy), Jenna Judge (SFBay NERR), Rachel Kamman (Kamman Hydrology), Leslie Koenig (Alameda County RCD), Marilyn Latta (State Coastal Conservancy), Greg Martinelli (California Department of Fish and Wildlife), Julian Meisler (Sonoma Land Trust, via phone), Veronica Pearson (Marin Co. Parks and Recreation), Isaac Pearlman (Bay Conservation and Development Commission), Barbara Salzman (Marin Audubon), Stuart Siegel (SFBay NERR), Renee Spent (Ducks Unlimited), Rachel Tertes (US Fish and Wildlife Service), David Thomson (San Francisco Bay Bird Observatory), Mike Vasey (SFBay NERR), Yiwei Wang (San Francisco Bay Bird Observatory), Natalie Washburn (Ducks Unlimited), Bruce Wolfe (SFB Regional Water Quality Control Board), Julian Wood (Point Blue, SFBay Program).*

**JV Staff:** *Beth Huning, Sandra Scoggin, Caroline Warner*

In addition to project and program updates from partners and from the JV, the proposed annual work plan was reviewed, highlighting our project data tracking and its uses, particularly for decision makers. We were joined by Caroline Warner, SFBJV Outreach Coordinator, and Aimee Good, who runs the training program at the SF Bay NERR. They led the committee through an interactive survey to gather input on training needs so that the NERR can plan workshops that are most useful to SFBJV partners. The committee meeting also included updates on the “Wetland Restoration is Working” video series, the Implementation Plan Revision, an update on the developing Regional Monitoring Framework, Tidal Marsh Recovery Plan implementation, and Brian Fulfroost’s recently completed work to map South Bay mudflats.

### **2. Science Steering Committee – Renee Spent, Chair**

Since the Science Steering Committee (SSC) meets three times per year (not quarterly), there was no SSC meeting this quarter. However, SSC members are continuing to focus on moving priority actions forward.

- **Net Landscape Change** - With Laura Valoppi’s departure, the SSC Upland Transition Zone (UTZ) working group was in need of a new Chair. Cristina Grosso has agreed to fill that role, with assistance from Brian Fulfroost. It is a logical role for her to assume as the Chair of the “parent” SSC Net Landscape Change committee that the UTZ subgroup falls under. Sandra continues to engage and liaison with the CCMP/SFEP efforts to develop coordinated mapping methodology for upland transition zones. This effort is distinct, but integrated with the SSC efforts. Sandra will facilitate the third meeting of the CCMP group in February 2017 that will focus on the integration of the two efforts.

- **Regional Monitoring** – Efforts towards creating a Regional Monitoring Framework continue. Stuart Siegel provided an update at the November 9 CD meeting (see full meeting notes linked in the CD report), and JV staff and partners participated in the January 5 Regional Monitoring Workshop, hosted by EPA (See News of Note #9 above.)

**3. Public Outreach – Melissa Pitkin (PRBO Conservation Science), Chair  
Report Prepared by Caroline Warner, SFBJV Outreach Coordinator**

In addition to ongoing outreach activities which include website content management and keeping current on events, jobs, resources, news, funding as well as project and partner features; newsletter compilation, writing, and distribution; and social media posts, highlights of SFBJV Public Outreach for the final quarter of the 2016 calendar year include:

- **North Bay wetlands tour with Joint Venture Coordinators** - The National Joint Venture Coordinators meeting was held in Napa in November. We organized and hosted a North Bay projects tour on the final day of the meeting with stops at the Napa Plant Site, Cullinan Ranch, Infineon Raceway for an overview of the region, Viansa Winery, and Sears Point Wetlands. We thank our partners at Ducks Unlimited and the Sonoma Land Trust for showing our colleagues the interesting restoration taking place in the North Bay. The highlight for our guests was getting to board the new offloader in Dutchman’s Slough at Cullinan and witness how dredge material from Richmond Harbor is being used to build up wetlands at the site.
- **Video Shorts, #WetlandRestorationIsWorking** – These 90 second (or less) videos illustrate how and where wetland restoration within our SFBJV partnership is working. On January 11<sup>th</sup>, we posted our second in this original 3 part series. This latest video covers the region between the Petaluma and Napa rivers along San Pablo Bay. If you haven’t already seen it, you can view it on our [website](#), [Vimeo](#) and/or [YouTube](#).

The key to the success of this program will be its wide distribution. We encourage you and your organizations to embed these videos on your websites and share them multiple times on social media. We also offer a publishing kit on the website with images and post suggestions. You can find that [here](#). According to Facebook stats, a week after release we have had over 2.3k views with 27 shares. And we know who has shared it!

The third and final in this series will be on Redwood Creek, due for release in early February. We are looking to partner with you and continue the series in 2017.

- **Preparations and planning Human Dimensions (HD) in our Implementation Plan Revision - [Human Dimensions](#)** explores the human side of natural resource management issues, problems and solutions. It was not readily identified as a driver when our original Implementation plan was written; however in our urban setting, the SFBJV has recognized the need for utilizing HD to accomplish our goals. While it has some overlap with outreach and communications, there are more questions than answers regarding how, where and to what extent we will incorporate it in our Implementation Plan revision. Caroline has been reaching out to experts in the field as well as the Central Valley Joint Venture who is still in the process of revising their plan and hired an outside consultant to write extensively on the topic. She and Sandra will provide some recommendations to the IP team at their next meeting.

- **2017 Fact Sheet** - Our 2017 fact sheet is under development and will be available by mid-February for partners who are visiting Washington DC this year. The front will remain similar to the [2016 version](#) and we will be swapping out the sample projects on back to feature those that have achieved milestones in the past year – Cullinan Ranch, Eden Landing Phase 1, and Alameda County’s stock pond projects. We particularly wanted to highlight the stock pond work because it occurs on private land. Sandra has been working on updating our active wetland habitat projects map along with the accompanying table and Beth has pulled together our funding request letter with the help of the Government Affairs Committee.

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### 4. Government Affairs Committee – Arthur Feinstein, Chair

The Government Affairs Committee held its annual meeting on November 29 to develop our agenda and work plan for the year. The results of the discussion are included in the [draft 2017 SFBJV work plan](#). Following are the highlights that were discussed:

- **Federal Priorities for 2017** - There is a lot of uncertainty with the new congress and administration about continued appropriations for the JV, our federal agency partners, and our habitat projects. The Committee recommendation is to capitalize on our ties to the hunting community, soft-peddle the climate change message, and continue to seek appropriations and an authorization for SF Bay restoration. In addition to our annual treks to DC, we will focus on educating our new senator and congressman.
- **Joint Venture DC Fly-In scheduled for week of February 27, 2017** – The national Joint Venture Fly-In week is an opportunity for Joint Ventures to meet with agency staff and congressional representatives. The Association of Joint Venture Management Boards will be holding its meeting on the morning of Tuesday, February 28. SFBJV members are invited to join us that week in DC. There is a block of hotel rooms reserved for the Joint Ventures. Please contact Beth for reservation information if you are planning to be in DC the week of February 27 and want to be part of the Joint Venture meetings. In the meantime, we will distribute information and coordinate our messaging and pertinent information with our partners who will be going to DC at other times.
- **State Priorities for 2017** - A new water bond is being developed. Once signatures have been gathered, the organizing group will determine whether to go through the legislature or straight to the ballot in 2018. The group is reaching out to the environmental community now. SFBJV partners will continue to track the parks bond and keep the JV apprised of needed action. Audubon and other partners are looking into legislation that would permanently fund the California Department of Fish and Wildlife.
- **Regional Priorities for 2017** - Several agency partners, including BCDC, are holding workshops for plan and policy amendments in light of climate change. The Government Affairs Committee views participation by JV partners as a high priority in 2017 and recommends that the JV develop a white paper that could help SFBJV participants agree upon common recommendations and messages to enable them to make consistent presentations and recommendations at such policy workshops and hearings. The white paper would compile and cross-walk the recommendations from the goals projects (BEHGU), plans (ex. Tidal Marsh Recovery Plan, JV Implementation Plan), decision-support tools. It would include a robust list of projects that can address climate change, and develop collective talking points from these summaries and recommendations. This is one of the top priorities in the 2017 work plan and will be discussed with the Management Board.
- **Measure AA Implementation and San Francisco Bay Restoration Authority** - Since the Advisory Committee is being reconstituted, Government Affairs Committee members discussed who would be applying. Work this year will focus on developing guidelines and project selection criteria.

### C. Major Project Updates

News articles about recent achievements have been posted on the JV website and circulated with the JV news reports. Please refer to the prior Coordinator's Reports to review progress on major projects or visit [ecoatlas.org](http://ecoatlas.org).

- **Cullinan Ranch** - Thanks to a unique partnership between industry and conservationists, dredge material from the Richmond Harbor deepening project is now being transported to the 290-acre site at the eastern edge of the project near Guadalcanal Village. This site was set aside from the original 3 phases of restoration

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breached in 2015. This latest phase is designed to accelerate restoration by importing up to 2.8 million cubic yards of dredge material. The site has been permitted to receive dredge material, and some material was previously placed from a barge in Dutchman's Slough. But until late in 2016, the lack of material and an offloader limited the ability of the site to accept dredge material. Recently the dredger that received the contract for the Richmond Harbor deepening had the foresight to build his own offloader, which helped him secure the dredging contract. The offloader and specially designed pumps that were built in the Netherlands are now anchored adjacent to the site in Dutchman's Slough. Material is continually being brought in by scow, removed by the pump, then channeled into specific areas of the project site. It's anticipated that it could take up to 5 years to fill the site to marsh plain elevation.

• **Drake's Estero** - Another new coastal project is underway, the restoration of Drake's Estero. The National Park Service (NPS) has undertaken the cleanup and restoration of the 2,500 acre estero by removing 500 tons of aquaculture debris left by the Drake's Bay Oyster Company as part of the settlement with the company. The \$4 million clean-up includes removing 95 oyster racks, most of the plastic debris (approximately 5 miles) left on the estero floor, and pre and post project monitoring. The National Park Service Centennial Challenge Program has provided \$2 million, and the National Parks Foundation has been actively raising the matching \$2 million. Over the past couple of years the SFBJV helped NPS staff and the Point Reyes National Seashore Association develop a funding plan and has provided letters of support to our funding partners to help restore the estuary to its more natural state. NPS intends to complete the clean-up work in February to avoid the harbor seal pupping season.

### D. Announcements

1. **6<sup>th</sup> International Sea Duck Conference** – The next sea duck conference will be held at the Tiburon Lodge February 6-12, 2017. Sign up now if you haven't already.
2. **The Springer Encyclopedia of Wetlands** – This world-wide encyclopedia of wetlands has recently been published. The article on San Francisco Bay can be found [here](#).

### Attachments:

- A. Meeting notes from Management Board meeting October 25, 2016
- B. Coordinator's Report
- C. Draft 2017 SFBJV Work Plan (separate)
- D. SFBJV 2016 Habitat Accomplishments
- E. SFBJV FY16 Budget Report (separate)
- F. Draft FY17 SFBJV Operating Budget (separate)
- G. Implementation Plan Project Charter
- H. Implementation Plan Work Teams Composition

**Attachment D**

**San Francisco Bay Joint Venture Accomplishments 2016**

<b>Project</b>	<b>A, R, E, P *</b>	<b>Acres</b>	<b>Total cost</b>	<b>Non-Fed Match</b>
<b>Lake Merritt and Lake Merritt Channel Improvements</b>	R	306	\$38,200,000	\$29,200,000
<b>Pier 94 Upland Restoration</b>	R	3	\$254,334	\$254,334
<b>Fernandez Ranch Pond Rehabilitation</b>	R	.5	\$27,652	\$20,861
<b>Alameda County Resource Conservation District Livestock Pond Improvement Projects - 2016</b>	R E	.52 acres 900 acres	\$201,675	\$152,873
<b>Oro Loma Horizontal Levee</b>	R	12.7 acres	\$9,000,000	\$9,000,000
<b>Stuart Creek Riparian Planting</b>	R	770 linear feet	\$30,133	\$30,133
<b>McInnis Marsh Feasibility Study</b>	P	180 acres	\$90,000	\$90,000
<b>Totals:</b>		<b>R=322.72 acres and 770 ft E=900 acres P=180 acres</b>	<b>\$47,803,794</b>	<b>\$38,493,867</b>

\*A=Acquisition, R=Restoration, E=Enhancement, P=Planning

**DRAFT**

**SFBJV Implementation Plan Revision Project Charter  
September 9, 2016**

**I. Justification:** The San Francisco Bay Joint Venture developed and adopted an Implementation Strategy/Plan ([Restoring the Estuary](#)) in 2001 that created a framework to help SFBJV partners fulfill shared habitat objectives across ecosystems by building on what had been accomplished to date and setting goals and objectives for the future. The plan was approved by the SFBJV Management Board, the North American Waterfowl Management Plan Committee and the US Fish and Wildlife Service.

In the intervening years, updates to the goals, habitat delivery priorities, and operational procedures have been made as needed. In addition, the driving forces for conservation have changed dramatically, thus triggering a need to revise and re-write the Implementation Plan to provide direction for the SFBJV to address the new challenges in the decades to come.

**Expected products:**

- 1) *A revised Implementation Plan for the San Francisco Bay Joint Venture to be produced as some combination of online content, links, and print. Length of printed document to be similar to original SFBJV Implementation Plan. Specific outputs yet to determined, but each work team will be directed to link to online content wherever feasible and keep written content to a minimum. Name of the Plan TBD .*
- 2) *A printed and online Executive Summary.*
- 3) *Other Matrices. To be defined later in content development process. Could be within document or website. Could include relationship to other plans and partnerships, etc.*
- 4) *An education/outreach piece that ties in key messages from Bayland Habitat Goals Science Update and existing information from other reports . Will describe how the SFBJV Implementation Plan fits into various reports.*

**Success criteria:** The successful completion of the SFBJV Implementation Plan Revision (IPR) will result in a combination of print and web content that will define, describe and effectively guide the work of the SFBJV partnership for the next 15 years. The IPR will provide the JV with the goals and strategies it needs to continue to protect and restore wildlife habitats in the face of climate change and the ongoing loss of habitat. The final product will include chapters, links or web content that addresses each item within the [Table of Contents](#), meet the goals outlined in the [IPT visioning exercise](#), and address [drivers and priorities](#) identified in the July 2015 Implementation Plan Retreat and incorporate any other Management Board approved guidance provided during the content development period. The completed Plan will also adequately incorporate/address all elements of [Strategic Habitat Conservation](#) throughout, will have considered and incorporated the [JV Matrix](#), Recommendations from the [North American Waterfowl Management Plan](#) (NAWMP) and NAWMP Assessments completed in [2005](#) and [2015](#), and [National JV 2015 Future Directions Summary](#) and address human dimensions as appropriate and feasible.

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The Implementation Plan Revision will be considered successful if SFBJV partners sign on to actively participate in the Management Board and/or Working Committees as appropriate to each organization/agency's role and mission and to collectively work towards the goals by implementing the objectives and strategies defined within it.

**Timeframe:** A revised Implementation Plan will be produced over the course of approximately one year from the initiation of the Work Teams.

**Content Development and Review:** The [draft chapters/sections](#) will be completed by [Work Teams](#) made up of JV partners, leaders and JV staff, each with a minimum of one team chair and some also with co-chairs. [Guidance](#) for the Work Teams will be created by the Project Manager, Project Management Assistant and other SFBJV Staff and any self-identified Implementation Plan Team (IPT) members who want to be involved at this level. Work Team Chair(s) will refine and finalize guidance prior to initiating the first Work Team meeting. Once the Work Team Guidance is finalized, Work Team members will be invited and meetings will be scheduled for each Work Team. Work Teams will commit to producing a first draft by an agreed upon deadline and to complete or approve any refinements requested or made through reviews by the SFBJV Staff, interested IPT members and John Hart. All [final draft](#) revisions will be completed by the Primary Writer, who will take the various sections being completed by different Work Teams and build it into the completed Implementation Plan, identify and fill gaps or request additional content from Work Teams or Staff to fill any remaining gaps. The Primary Writer will also write first and final drafts of some chapters/sections, particularly introductions, with guidance from the Project Manager and Beth Huning, and may review guidance and attend some Work Team meetings. Writer scope will be revisited and revised periodically to incorporate other needs identified as content development proceeds.

Completed first drafts, any significantly revised drafts, and final drafts will each be reviewed by the designated Staff liaison first (and IPT liaison, where one is identified) and revisions, depending on the scope and type of revision needed, will be made by the reviewer, requested from the Work Team who produced the draft, or made by John Hart. Drafts that are significantly modified from what was submitted by the Work Team will go back to the Work Team for approval. All final drafts will be reviewed by the Staff liaison, the full IPT, then submitted for approval by the Management Board. Other drafts may be brought to the Management Board on the discretion of the PM, other Staff or IPT if there are any significant new goals, objectives or strategies proposed or any other factors judged to need prompt review.

This process will be orchestrated by the Project Manager. The Project Manager will have the discretion to modify this process as needed on a case by case basis based on content and timing.

**Outside review:** It will be determined after the content development process begins whether there is need for outside review, or whether this is covered through the Work Teams, which will each include content experts.

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**Scope:** When this process is completed, the resulting combination of documents and web content will re-confirm or revise JV goals, objectives, strategies, and operations. It will link and reference relevant content from other plans as detailed in the [Scope of Content](#), revise, incorporate or link [existing relevant content and plans](#) address [key drivers](#) identified by the SFBJV Management Board, and focus on those elements that make the SFBJV unique: a focus on conservation implementation of measurable objectives through collaboration. The content will be organized per the approved [Table of Contents](#) (TOC). The Scope should be considered the combination of TOC and the success criteria. Target audiences are: conservation delivery partners and managers, policy advocates, outreach partners, regulators, funders, SFBJV partner scientists

**Requirements:** Sufficient qualified and available Work Team members to complete all of the identified content areas, an available and high quality writer, buy in and desired prioritization by all stakeholders/participants. Budget to pay for writer and other identified costs.

**Stakeholders/Participants and roles include ([contact list](#)):**

- 1) **The SFBJV Management Board:** (*Project Sponsor*, with final sign off authority). The Management Board will provide direction and make all final decisions on process and content. Individual Board members are invited to take part in the more detailed work of the planning effort depending on their interest and time. In terms of content coming out of the Work Teams (some from [WT Charter](#)), The SFBJV Management Board will be consulted specifically on:
  - Approval of this Project Charter;
  - Approval of Budget (recommendation to be provided to Executive Committee for approval, with sign off requested by full board);
  - Proposals for new goals or changes to previously adopted goals
  - New policy recommendations;
  - Any recommendations that involve new financial resources of the SFBJV
  - Board sign off will be required on earlier drafts as deemed necessary by the Project Manager or IPT reviewers;
  - Board sign off will be required on final draft of chapters and of full, completed document.
  
- 2) **Implementation Plan Team:** (*Advisory Committee* see [IPT Charter](#) for more detail and member list). Includes subset of Management Board Members and all JV staff. The purpose of the Implementation Plan Team (Team) is to guide the update of the Implementation Plan by:
  - Providing guidance to the Project Manager;
  - Developing/Confirming outline (TOC) and scope of content;
  - Confirming process, structure and timeline for the revised plan;
  - Confirming strategies, actions, tasks, and priorities;
  - Confirming task groups to accomplish tasks;
  - Confirming a process for reporting by task groups who are preparing plan content;
  - Reviewing draft content, including first draft, significant revisions, and final draft prior to review by full Management Board;

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- Communicating progress to the SFBJV Management Board;
  - Confirming a process for adoption by the SFBJV Management Board;
  - Ensuring the completion of a final revised Implementation Plan for review and adoption by the SFBJV Management Board;
  - Engaging in ongoing communication with their respective organizations;
  - Ensuring that the final report is circulated and vetted by their respective agencies; and
  - A recommended process and timeline for future updates to the Implementation Strategy.
- 3) Project Manager (PM):** The person who has the overall responsibility for leading the project through planning, execution, and closing of the project, including managing the people, resources and scope of the project. Reports directly and regularly to the IPT. Sandra Scoggin is the Project Manager as approved by the IPT on September 1, 2016.
- 4) Writer:** Paid professional writer to be brought on as early as possible once content development begins. John Hart recommended by IPT and subsequently contracted. Scope will be defined in phases and is available upon request.
- 5) Work Teams or Content Development Teams:** Ad hoc work groups to be developed by considering and inviting sets of qualified individuals that can commit to develop each area of content. One team may be assigned multiple chapters or “content areas” that span multiple chapters. Each team will have a charter and receive detailed [guidelines](#) for their chapter/content area. Each team will designate a lead and co-lead who will be the points of contact for the PM. Each team will also be assigned a Staff liaison and some will also have an IPT liaison to provide guidance and to complete the first review of draft content that will flag areas needing approval by full IPT or Management Board. A six-month timeline has been identified for each work team, although teams will not be completely disbanded until the Management Board adopts the plan, and will be available for consultation, revisions and refinement as needed.
- 6) Content Experts:** In some cases, experts may need to be hired and paid to complete certain chapters or sections of the plan.
- 7) Technical Advisory committee:** Need for this and their role TBD. During review process, not final draft.
- 8) Project Management Assistant (PMA):** Will work directly with and be supervised by the PM on any needed elements of project planning, execution, tracking, and reporting. The PM will work with each Work Team lead to schedule and prepare for each meeting and secure all logistics – food, av, flip charts, etc. PM assistant will book meeting rooms, help set agendas in consultation with the PM and IPT liaison for the content area. The PM Assistant will assist the PM as needed with other tasks.

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**Assumptions and Risks** include: Balance of JV Staff time in managing the project vs completing other priority work of the JV, schedule may not be realistic, a delay in one task causing a cascading effect on dependent tasks, any funding actual cost could be greater than estimated, scope creep, delays due to volunteer nature of participation in teams, disagreement among work team members on content, content that doesn't meet the guidelines, additional revisions needed that extend the timeline.

**Draft Budget:** Found [here](#).

**Project Timeline:** Found [here](#).

**Milestones:** [Work Team](#) formed for each chapter/content area, Writer hired, PM assistant hired, Work Teams initiate work, Chapter draft complete and ready for initial review, final chapter draft ready to go to Writer, Final Document ready for review and approval by board.

**Projected Start and Finish and completed milestones:** Initial SFBJV Management Board approval to move forward with the project July 2015, kick off of IPT October 2015, data gathering and creation and adoption of Table of Contents October 2015-September 2016. Project management of content production initiated September 2016. Estimated project completion December 2017.

**Consensus as the Fundamental Principle:** The Work Teams and Implementation Plan Team shall strive for consensus (agreement among all participants) in all of its decision-making on substantive issues and recommendations.

**Definition of "Consensus" Process:** Taking a consensus-based approach to decision making does not mean that complete, enthusiastic support for every recommendation will be required to move forward with decisions or recommendations. It does mean that deliberate effort will be made to reach consensus, and that opposing points of view will be worked through thoroughly to identify potential areas of agreement. If needed to test the level of support for a proposal or recommendation, the Committee and the Work Teams will employ a tool called the Gradients of Agreement. This tool is a mechanism for testing the level of agreement on a proposal that expands on the traditional "yes" or "no" voting.

The Gradients of Agreement are typically described as follows:

- 1 - Strong opposition: no amending of the proposal will be acceptable to the member
- 2 - Oppose unless amended. Member will oppose unless the proposal is amended, member clarifies what needs to be amended.
- 3 - Stand aside or Neutral. Member notes disagreement, but will stand aside to allow the group to reach consensus without them. Or, the proposal doesn't affect the member or their interest.

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4 - Live with it/workable. Member doesn't love the proposal but can live with it

5 - Strong support

**DECISION RULE:** An IPT or Work Team decision or recommendation will be considered a consensus decision if all members register 3-5 on the Gradients of Agreement. If after reasonable efforts the Teams are unable to reach consensus on a specific issue or recommendation, resolution will proceed through the conflict resolution procedures described below. If the IPT is unable to reach consensus on a key issue or recommendation, members will resort to voting as a final resolution.

**Conflict Resolution:** Should conflicts arise among Work Team members—e.g. over data, data interpretation, assumptions or uncertainty parameters— contributors will strive first to resolve any disagreements within their respective Work Teams with the assistance of the Project Manager or SFBJV Coordinator. Should they be unable to resolve a conflict within their individual Work Team, they will seek input from the Project Manager, other JV Staff or another Work Team or groups if appropriate to resolve the issue at hand. These joint meetings may be professionally facilitated, using a joint fact finding model. Should the Work Teams fail to reach satisfactory agreement, the unresolved issue will be referred to the Implementation Team, who will make a recommendation to the Management Board. The Management Board will be charged with recommending resolution of the issue at hand. If the Management Board is unable to resolve and issue, it will be referred to the IPT for final determination.

## Attachment H

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### SFBJV Implementation Plan Revision Proposed Work Team Participants

#### **Work Team #1 Habitats**

Proposed Chairs: Renee Spenst, although also chairing Science, so seeking other lead suggestions (IPT,SSC)

Staff Liaisons: Beth Huning and Sandra Scoggin

IPT Liaisons:

Proposed Members:

*(notations in parenthesis are brainstormed areas of expertise and are not comprehensive or fact checked, but are intended to help determine whether we have sufficient geographic, habitat, and other knowledge represented)*

Joy Albertson (ecology,refuge)

Donna Ball (utz, salt marsh ecologist)

Chris Barton (tidal and upland, land manager, project design)

John Bourgeois (sbsp, salt pond, managed, muted, and fully tidal)

Kathy Boyer (subtidal, eelgrass)

Susan de la Cruz (open water, waterfowl)

Colin Grant (Tidal Marsh Recovery Plan)

Letitia Grenier (BEHGU science lead, ecology - off until May)

Cristina Grosso (SSC, tracker, ecoatlas, net landscape change)

Robin Grossinger (landscape ecology)

John Klochack (coastal, fish)

Leslie Koenig (private lands, stock ponds)

Irina Kogan (coastal san mateo)

Marilyn Latta (subtidal, eelgrass)

Roger Leventhal (hydrology)

Jeremy Lowe (marsh ecology, utz)

Meg Marriott (ecology,spb, refuge)

Kellyx Nelson (coastal san mateo)

Peggy Olofson (invasive spartina)

April Robinson (behgu, ecology)

Tom Robinson (uplands, Conservation Lands Network)

Carolyn Shoulders (coastal marin)

Stuart Siegel (regional ecosystem planning, restoration projects, and monitoring)

Rachel Tertes (usfws, de refuge, sbsp)

Mike Vasey (environmental science, botany, ecology, monitoring, sediment)

Rich Walkling (riparian)

Natalie Washburn (wetlands)

Julian Wood (wetlands, birds)

#### **Work Team #2a-e Bird Guilds and Other Wildlife (will be divided into specific bird guild teams and one fish team)**

Proposed Chairs -

Combined group: Julian Wood

Waterfowl: Susan de La Cruz

Shorebirds: Matt Reiter

Riparian Birds: Tom Gardali

Fish:

Staff Liaisons: Sandra Scoggin and Beth Huning

IPT Liaisons:

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### **Work Team #2a-e (continued)**

Members:

Josh Ackerman  
Joy Albertson  
Giselle Block  
Susan de la Cruz  
Rob Doster  
John Eadie  
Matt Ferner  
Tom Gardali  
Mark Herzog  
Catherine Hickey  
John Kelly  
Matt Reiter  
Renee Spent  
Cheryl Strong  
Karen Taylor  
Yiwei Wang  
Kerry Wilcox  
Isa Woo

### **Work Team #3 Policy (identical to Government Affair Committee list)**

Proposed Chair: Arthur Feinstein

Staff Liaisons: Beth Huning

IPT Liaisons:

Members:

Deb Callahan  
Ellie Cohen  
John Coleman  
Caitlin Cornwall  
Kim Delfino  
Wendy Eliot  
Steve Goldbeck  
Marc Holmes  
Amy Hutzell  
Tom Kendall  
Paul Kumar  
David Lewis  
Gary Link  
Mike Lynes  
Laurel Marcus  
John McCaull  
Jeff McCreary  
Julian Meisler  
Anne Morkill  
Peter Perrine  
Diane Ross-Leech  
Barbara Salzman  
Mark Smith  
Caitlin Sweeney  
John Takekawa  
Mike Vasey  
Bruce Wolfe  
Beckie Zisser

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### **Work Team #4 Communications, Outreach and Human Dimensions**

Proposed Chairs: Melissa Pitkin

Staff Liaisons: Caroline Warner

IPT Liaisons:

Members:

Ashley Gramza (works under Judith Scarl and Ashley Dayer) - possible consulting role

Matt Gerhart

Cyril Manning

Heidi Nutters

Regional FWS representative - espily with Human Dimensions experience - Melisa Amato, Doug Cordell?

Ruth Ostroff (invited)

### **Work Team #5 Science**

Proposed Chairs: Renee Spenst, Sam Veloz

Staff Liaisons: Sandra Scoggin

IPT Liaisons:

Members:

Joy Albertson (US Fish and Wildlife Service)

Susan de La Cruz (US Geological Survey)

Colin Grant (US Fish and Wildlife Service)

Cristina Grosso (San Francisco Estuary Institute)

Tony Hale (San Francisco Estuary Institute)

Tom Kimball (US Geological Survey)

Greg Martinelli (California Department of Fish and Wildlife)

Anne Morkill (US Fish and Wildlife Service)

Nadav Nur (Point Blue Conservation Science)

Mark Petrie (Ducks Unlimited)

Tom Robinson (Bay Area Open Space Council)

Korie Schaffer (NOAA NMFS and Subtidal Goals Project )

Renee Spenst (Ducks Unlimited)

John Takekawa (Audubon California)

Mike Vasey (NOAA National Estuarine Research Reserve)

Sam Veloz (Point Blue Conservation Science)

Isa Woo (US Geological Survey)

Vacant (South Bay Salt Pond Project)

### **Work Team #6 Accomplishment Tracking**

Chairs: Cristina Grosso, Sandra Scoggin

Staff Liaisons: Sandra Scoggin

IPT Liaisons:

Members:

Arthur Feinstein

Matt Gerhart

Marc Holmes

Beth Huning

Marilyn Latta

Jeff McCreary

Anne Morkill

Heidi Nutters

Stuart Siegel

Renee Spenst

Caitlin Sweeney

Caroline Warner

Julian Wood

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### **Work Team #7 Monitoring and Evaluation**

Proposed Chairs: Mike Vasey, Joy Albertson

Staff Liaisons: Beth Huning and Sandra Scoggin

IPT Liaisons:

Members:

Josh Collins

Susan de la Cruz

Cristina Grosso

John Klochak

Anne Morkill

Nadav Nur

Stuart Siegel

Renee Spent

Sam Veloz

Isa Woo

Julian Wood

### **Work Team #8 Structure and Governance**

Proposed Chairs: Jeff McCreary, Anne Morkill

Staff Liaisons: Beth Huning, Sandra Scoggin, Caroline Warner

IPT Liaisons:

Members:

Ellie Cohen

Arthur Feinstein

Amy Hutzel

Marc Holmes

Melissa Pitkin

Diane Ross Leech

Korie Schaeffer

Renee Spent