

**Board of Directors Meeting**  
**Aquatic Science Center and San Francisco Estuary Institute**

Friday, Sept 28, 2018 Time: 10:00 am – 2:00 pm

San Francisco Estuary Institute  
4911 Central Ave, Richmond, CA 94804

Number: 1-415-655-0381 - Access Code: 664-310-209#

**AGENDA**

***Joint Business***

1.	<b>Call to Order</b> SFEI Roll Call and Determination of Quorum ASC Roll Call and Determination of Quorum Review and Approval of Agenda – ASC Board Review and Approval of Agenda – SFEI Board	10:00 am Jim Kelly
1.5	<b>Closed Session – Discussion of Performance Review content for Exec. Director</b>	10:05 am
2.	<b>Public Comment</b>	10:15 am Jim Kelly
3.	<b>Action: Consent Items</b> <i>Attachment 1 –June 15, 2017 Meeting Minutes and Action Items – <a href="#">page 3</a></i> <b>Desired Outcome:</b> Approval of Consent Items - Vote by ASC Board - Vote by SFEI Board	10:17 am Jim Kelly
4.	<b>Executive Director Report</b> <i>Attachment 2 – Executive Director's Report – <a href="#">page 7</a></i>	10:25 am Warner Chabot
5.	<b>Development Report – Attachment 3 - <a href="#">page 11</a></b>	10:40 am Jim Fiedler & Stacy Cullison
7.	<b>Discussion of Board Membership, New Members and Officer Election</b> <i>Attachment 4 – <a href="#">page 21</a></i>	11: 10 Jim Kelly
8.	<b>Board Member Reports</b>	11:20 pm Board Members
9.	<b>SFEI Strategic Plan – Attachment 5 - Provided Separately</b>	11:30 pm Warner Chabot
	<b>LUNCH</b>	12:15 pm
10.	<b>Internal Performance Measures (Draft) - Attachment 6 – <a href="#">page 23</a></b> <b>Desired Outcome</b> – Board discussion of Draft Internal Performance Measures	12:45 pm
	<b>Adjourn Joint Business Meeting and Call SFEI Meeting to Order</b>	1:00 pm

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

<b>SFEI 1.</b>	<b>FY19 Q1 Financials &amp; Program Plan Update</b> <i>Attachment 7 – Financial Performance thru 6/30/18 – <a href="#">page 29</a></i> <i>Attachment 8 – FY19 Q1 SFEI Program Plan Update – <a href="#">page 33</a></i> <b>Desired Outcome:</b> Accept Financials and approve FY18 Q3 SFEI Program Plan Update	1:00 pm  Warner Chabot & Patrick Walsh
<b>SFEI 2.</b>	<b>Adjourn SFEI Meeting</b>	1:15 pm

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

<b>ASC 1.</b>	<b>Action: Administrative Services Agreement - JPA agreement between ASC and SFEI</b> <i>Attachment 9 – Cover memo and Four-Year Agreement Resolution <a href="#">page 37</a></i> <b>Desired Outcome:</b> Approve Administrative Service Agreement Resolution	1:20 pm Warner Chabot
<b>ASC 2.</b>	<b>FY19 Q1 Program Plan Update</b> <i>Attachment 10 – FY19 Q1 ASC Program Plan Update – <a href="#">page 40</a></i> <b>Desired Outcome:</b> Approve FY18 Q3 ASC Program Plan Update	1:25 pm Warner Chabot & Patrick Walsh
<b>ASC 3.</b>	<b>Adjourn ASC Meeting</b>	1:40 pm

#### **SFEI - ASC Future Agenda Items:**

- Enviro Informatics “State Trash Protocols”
- Collaborative Bay Area Climate Adaptation Projects

#### **Upcoming Board Meetings (placeholders)**

Friday, January 25, 2019

Friday, April 27, 2019

Friday, June, 14, 2019

Time: 10am-2pm

## Attachment #1

### **DRAFT** Minutes from the June 15, 2018 SFEI-ASC Joint Board Meeting

#### **Attendance**

##### **Present**

Jim Kelly  
Ann Hayden  
Skyli McAfee  
Adam Laputz  
Adam Olivieri  
Prabhakar Somavarapu  
Dave Tucker (Phone)  
Jim Feidler (Arrived 11:21)  
Barbara Salzman (Arrived 12:29)

##### **Staff**

Warner Chabot  
Stacy Cullison  
Pat Walsh  
Anna de Lopez  
Jennifer Hunt  
Matt Heberger

##### **Alternates**

Darrin Polhemus for Karin Mogus  
Karin North for Laura Pagano  
Luisa Valiela for Janet Hashimoto  
Naomi Feger for Bruce Wolfe

##### **Absent**

Karin Mogus  
Laura Pagano  
Janet Hashimoto  
Bruce Wolfe

##### **Guest**

Bob Woods (Consultant)

#### **Joint Business Meeting**

- 1. Call to Order** - The SFEI-ASC Board of Directors meeting was called to order at **10:06 am** by Chair Jim Kelly. A determination of quorum was made. Introductions of new staff members Pat Walsh, Stacy Cullison, and Anna de Lopez along with alternates Darrin Polhemus, Karin North, Luisa Baliela, and Naomi Feger.
- 2. Public Comment** - none
- 3. February SFEI-ASC Board Minutes** - Consent on February 23 SFEI-ASC Board minutes and action items - Minutes and action items were reviewed. Prabhakar Somavarapu moved and Dave Tucker seconded; the board unanimously approved the February 23 minutes of the respective SFEI and ASC Board meetings.
- 4. Executive Director's Report** - Warner Chabot opened with a presentation on the Development Committee's progress on policies and program, the Strategic Plan draft, and other SFEI-ASC projects begun or with major actions during the previous four months. Board Chair Kelly, asked Warner to distribute his extended PowerPoint presentation. It was sent on June 17<sup>th</sup> and is also attached at the end of these minutes.
- 5. Election of Board Members and Officers** – Warner summarized the SFEI-ASC bylaws for board member terms. The bylaws state each member has two 3-year terms. Board members up for reelection and willing to serve their second 3-year term are Dave Tucker, Laura Pagano, Barbara Salzman, and Adam Olivieri. Skyli McAfee moved and Ann Hayden moved to extend their terms. The Board unanimously approved. Warner suggested postponing officer elections to the Sept. meeting.

**6. Board Member Reports - There were no Board member reports.**

**Adjourn Joint Business Meeting at 10:40am**

**Call SFEI Meeting to Order at 10:41**

- 7. SFEI Financial Report** - Warner Chabot presented, the Board reviewed and accepted the Financial & Operations Report. At the June 2017 Board meeting, staff estimated an “end of year” surplus of approximately \$143,000 for this fiscal year. The surplus is now at \$125,000 as of April. The small surplus is due in part to the Board’s commitment to invest about \$400,000 into a development program. We are projecting an even smaller surplus in the \$25,000 range for this year. This is due, in part to greater unbillable time spent on extensive contracting negotiations with state agencies and tighter restrictions on allowable overhead and indirect expenses. Adam Olivieri recused himself. Prabhakar Somavarapu moved and Skyli McAfee second the motion to approve the Financial Report. The motion was approved unanimously (Attachment #9).
- 8. SFEI-ASC Budget** – Warner Chabot presented with help from Jen Hunt, the Board reviewed and discussed. Dave Tucker moved and Skyli McAfee seconded to approve the SFEI-ASC Budget. The motion was approved unanimously (Attachment #10).
- 9. SFEI Program Plan** – Warner Chabot presented the summary and project descriptions for pending FY 19 SFEI projects. All current project were in the plan including smaller one with funding up to \$50,000. Much of the proposed work will be in the areas of nutrients, wetlands, sea level rise, and alternatives to Hwy 37. Prabhakar Somavarapu moved and Ann Hayden second the motion to approve the SFEI Program Plans. The motion was approved unanimously (Attachment #11).
- 10. Executive Director Authorities** – Jim Kelly summarized the two resolutions that provide an annual authorization of authorities for the executive director to maintain bank accounts and staff levels and approve contracts. The Board reviewed, Prabhakar Somavarapu moved, Dave Tucker second, and the motion was approved unanimously to accept the Executive Director Authorities (Attachment #12 & #13).

**Adjourn SFEI Meeting and Call ASC Meeting to Order at 11:24am**

- 11. ASC Financial Performance Summary** – Warner Chabot summarized memo, the Board reviewed, Prabhakar Somavarapu moved, Dave Tucker second, and the motion was approved unanimously to accept the ASC Financial Performance Summary (Attachment #14).
- 12. ASC Program Plan** – Prabhakar Somavarapu recused himself. Prabhakar Somavarapu asks why the E-Coli study was not listed in order to approve the plan. Warner noted that the project is still in negotiations and will presented after negotiations are finalized. Adam Laputz also recused himself. Ann Hayden moved and Dave Tucker second and the motion was approved unanimously to accept the ASC Program Plan (Attachment #15).
- 13. Executive Director Authorities (Aquatic Science Center)** – Recused members were Prabhakar Somavarapu, Adam Laputz, and Darrin Polhemus. Jim Kelly summarized memo (granting specific contracting authority to the Executive Director), and called for a motion. Dave Tucker moved, Naomi Feger second, and the motion was approved unanimously to accept the Executive Director Authorities (Attachment #16).

**Adjourn ASC Meeting at 11:29am**

## **Call SFEI-ASC Meeting to Order Again at 11:30am**

**14. SFEI Development Committee Report** – Jim Fiedler noted the three focal points of the report: Donor Anonymity Policy, Board and Leadership Policy, and the Gift Acceptance Policy to be discussed and approved by the Board.

**15. Donor Anonymity Policy (Attachment #4)** — Development Committee discussed the use of “Deep Anonymity” and decided that it was not necessary and so it was removed from an earlier policy draft. Jim Fiedler references pg. 3, #C, 2<sup>nd</sup> paragraph for the board to review. Adam Laputz asks if SFEI can keep donor identities confidential. Jim Fiedler and Warner Chabot both agree SFEI can take such action, however ASC (as a public Joint Power Authority) would not be able to do so. Luisa Valiela asks if this would trigger an audit. Bob Woods suggested that there are established procedures to keep the process acceptable to auditors. Prabhakar Somavarapu moved, Skyli McAfee second, and the motion was approved unanimously to accept the Donor Anonymity Policy.

**16. Board and Leadership Volunteer Policy (Attachment 5)** – The Board discussed the policy language used in the last two paragraphs, encouraging 100% of the Board to donate. After considerable discussion, the Board edited the paragraph on SFEI by replacing the word “should” with “may personally.” In the last paragraph (regarding JPA members), they agreed to striking the statement “they are highly encouraged to offer financial support” The edited final paragraphs now read:

*While some board members may not have significant financial capacity and instead give to SFEI in other important ways, all board members may personally donate annually according to their ability.*

*Board members appointed through the Joint Powers Authority, are not held to an expectation of financial donation.*

**17. Gift Acceptance Policy (Attachment #6)** – Jim Fiedler states this policy is designed to have the Board give guidance to staff about staff and Board protocols to accept gifts. After considerable discussion about accepting real property (e.g. real estate), the Board decides to remove section N6 from the policy. Naomi Feger moved and Skyli McAfee second the motion to approve the Gift acceptance Policy. The motion was approved unanimously.

**18. SFEI Development Dashboard (Attachment #7)** –Warner presented an informational item on the proposed Development Dashboard. This is a proposal (subject to further work by staff), to provide a method to report at Board meetings on the metrics of success in meeting the philanthropic development achievements. No action from the Board, was requested at this time.

**19. Report on Delta Regional Monitoring Program** – Matt Heberger presented the Board with an overview of the purpose, goals and progress on the Delta RMP, how funding works, and program expenses. He further explained the monitoring programs, management and assessment questions, as well as the many stakeholders, and efforts to communicate objective scientific information on Delta water quality and trends to the stakeholders, Regional Board and the public. Board members shared their appreciation for the work of Matt and the SFEI team in the Delta region.



## Attachment #2

**Date:** September 24, 2018

**To:** SFEI/ASC Executive Committee

**From:** Warner Chabot

**Item:** Executive Director's Report – (A summary of some recent SFEI efforts)

### Development

- SFEI's new Development team includes Stacy Cullison and strategy consultant Bob Woods, and foundation outreach consultants Lisa Domitrovich and Peter Teague. Working from the Bob Woods' Development Strategy document, we are pursuing a wide range of foundation opportunities. We expect to hear the results of several efforts by early October.

### Resilient Landscapes

- **Resilient Landscape Vision for Calabazas Creek, San Tomas Aquino Creek, and Pond A8** – SFEI recently released a resilient landscape vision for the interface of Calabazas Creek, San Tomas Aquino Creek, and Pond A8 in South San Francisco Bay that benefits both flood management and bayland habitat restoration. The vision, developed in coordination with a team of regional science experts, explores a reconfigured shoreline that could improve ecosystem health and resilience, reduce maintenance costs, and protect surrounding infrastructure. The project is part of the EPA-funded project Healthy Watersheds, Resilient Baylands, with partners including the Santa Clara Valley Water District and the South Bay Salt Ponds Restoration Project.
- **Hidden Nature – San Francisco** – With Foundation grant funding, SFEI will partner with the Exploratorium and Presidio to engage urban residents to reimagine their city. The project will use historical ecology and cutting edge urban science in a series of exhibits, speaker series, walking tours and online tools. The goal is to empower citizens to explore creating a more ecological and resilient community along the northern shoreline of the city.
- **Governor's Climate Summit** – SFEI Presented our Operational Landscape Unit work to a cross section of regional leaders and potential foundation funders at the Governor's Global Climate Action summit. We will know by early October if several potential funders will supplement our current funding from the SF Bay Regional Water Quality Control Board.
- **Silicon Valley Community Foundation** – SFEI has been invited by the Silicon Valley Community Foundation to submit a second grant to support our S.F. Bay region climate adaptation work. We will partner with SPUR and the Santa Clara Valley Open Space Authority on a proposal to apply climate adaptation planning at a landscape scale from San Jose's urban core to rural Coyote Valley. We will propose nature-friendly policy options to capture carbon and to reduce climate impacts from heat islands to urban flooding.
- **Santa Clara Valley Water District MOU** – SFEI will build on a 5-year MOU with the Santa Clara Valley Water District. Through this partnership, SFEI is providing the District with expertise and resources to develop resilient, multi-benefit watershed management approaches. To date, the District allocated over \$700k to the MOU, with two new MOU task orders totaling

approximately \$850K. The first task is to develop an online decision-support tool to help the District identify appropriate aquatic and riparian habitat protection and enhancement actions on Coyote Creek. The second covers customizing EcoAtlas to meet the tracking and reporting needs of the District's One Water Initiative. Both of these efforts are scheduled to be completed by summer 2020.

## Clean Water

- **Delta RMP** – After a long process, the Delta RMP group approved an SFEI developed work plan and budget for a year one of a 4-year study of current pesticide and toxicity impacts in the Delta.
- **Bay RMP** – SFEI is finalizing work for an October decision by the S.F. Bay RMP Steering Committee to approve the RMP budget and work program for 2019.
- **Delta and Suisun Bay Reduced Nitrogen Loads** – SFEI is leading a multidisciplinary team of experts to identify potential ecosystem responses in the Delta and Suisun Bay to upcoming reductions in nitrogen loads from Sacramento's wastewater treatment plant (Regional San). A final report, highlighting the science and monitoring needs to study these responses, will be submitted to the Delta Science Program in fall 2018.
- **Delta & Suisun Bay Ecosystem Modeling** – A Delta and Suisun Bay coalition pooled their funds to create a multi-year project to develop and apply integrated physical and biogeochemical models in support of northern San Francisco Estuary nutrient management and ecosystem management decisions. This project is in coordination with S.F. Bay Nutrient Management Strategy modeling, using the same open-source modeling platform. An overview of Year 1 work can be found [here](#).

## Environmental Informatics

- **New CD3 Data Download tool**  
SFEI has solved a challenge for some users of the Contaminant Data Display and Download Tool (CD3): they loved the ability to visualize SF Bay data, but struggled to download the datasets needed for their analysis. The new CD3 download feature (<https://cd3.sfei.org/downloads/>) accesses all data for any topic, project, or station. Filters allow users to customize their search criteria and download data from different programs in one file and to present it at any scale. This tool will play a vital role in the Bay RMP's Data Visualization Challenge, concluding in November. Contestants – whether scientists or technologists – can now retrieve datasets needed to promote new visualizations. Cash prizes will be awarded for the best visualizations. More information is available on the SFEI website: [sfei.org/events/rmp-data-challenge](https://sfei.org/events/rmp-data-challenge)
- **SFEI's Drone Produces High-Accuracy Elevation Models and Imagery for Corte Madera Marsh**  
SFEI has recently completed UAS (Unmanned Aerial Systems), or drone, flights over Corte Madera marsh to provide a high-tech tool for marsh restoration and monitoring. These surveys were conducted in lieu of a more costly LiDAR mapping effort. The results provide survey-grade accuracy elevation data with high-resolution imagery. These maps will help study marsh



erosion processes and detect changes in the marsh edge due to marsh growth or erosion from winter storms.

The new data may also be used in order to train models to detect trash in natural environments, support restoration planning efforts, and perform detailed vegetation monitoring and mapping. SFEI is already applying these tools to support projects addressing issues such as erosion pattern analysis, restoration monitoring, sediment transport analysis, local vegetation mapping, trash assessments, and others.

- **Mapping Outside the Box: Visualizing Bay Landscapes in New Dimensions**

SFEI is leading efforts in the SF Bay science community to use new technologies to improve climate adaptation planning and analysis. At a recent meeting of the San Francisco Estuary Geospatial Workgroup SFEI's Pete Kauhanen and Lawrence Sim presented SFEI's products. The meeting focused on emerging technologies to visualize the changing landscape around us.

Presenters discussed new data, tools, and approaches to help inform regional natural resource management. SFEI's Lawrence Sim shared the Landscape Profile Tool found in EcoAtlas, discussing its many broad applications in helping wetland restoration practitioners and resource managers to understand the landscape context for any past, current, or prospective activities.

Members from the Institute's Environmental Informatics program also serve on the steering committee for the San Francisco Estuary Geospatial Workgroup. This unique group serves as a gathering point for geospatial scientists and experts, sharing new technology to address sea level rise, wildlife conservation, and remote sensing challenges. The steering committee also features staff from BCDC, NOAA, universities and private organizations.



### Attachment #3

Date: September 21, 2018  
To: SFEI-ASC Board  
From: Stacy Cullison  
Re: Informational Development Report - No formal action needed

#### **DEVELOPMENT REPORT SFEI BOARD MEETING FRIDAY, SEPTEMBER 28, 2018**

Stacy Cullison, director of development, joined SFEI on April 23, 2018. The past five months have been busy, filled with a lot of learning about its programs and projects! Considerable progress has been made, however, in setting up the development shop and slowly moving SFEI towards a culture of philanthropy. Below is a summary of various activities that the Development Department has undertaken the past few months as well as some upcoming projects and priorities for FY19.

##### 1. Foundation grants

- Engaged consultant Lisa Domitrovich to assist with overall strategy development and grant writing for institutional grant applications
- Primarily focused on foundations. See efforts to date below:

##### June 2018

\$50,000 Letter of Inquiry (LOI) to Lisa and Douglas Goldman Fund (OLUs)

##### July 2018

\$25,000 proposal to Marisla Foundation

##### August 2018

\$100,000 LOI to Heller Foundation

\$15,000 proposal to Virginia Wellington Cabot Foundation (family foundation; microplastics project)

\$500,000 proposal to Anne and Bernard Spitzer Trust (unrestricted; climate adaptation interest)

\$425,000 LOI to Robert Wood Johnson Foundation (Resilient Landscapes 'Ecology for Health' project)

**\$10,000 received** from Seed Fund (Resilient Landscapes project)

**\$88,025 received** from Moore Foundation (extension to microplastics project)

##### September 2018

**Awarded \$212, 998** from Simons Foundation Science Sandbox (Resilient Landscapes "Hidden Nature" project; funds not yet rec'd)

### Due October 12

\$100,000 to Silicon Valley Community Foundation (Resilient Landscapes urban ecology; joint proposal w/ Santa Clara Open Space Authority & SPUR)

#### 2. *DonorPerfect* database

- Went live on 12/8/17 with 70 records
- Currently have 119 records
- Processed seven gifts, including the largest received to date of \$88,025
- Working with Shira Bezalel to create reports to track and monitor database information
- Entering contact reports informs the Dashboard Report; since Stacy is the only one doing that, it's easy to fall behind(!) as well as to not be informed of all conversations that are happening among all SFEI staff or volunteers. It's an ongoing process ...

#### 3. Gift Processing and Stewardship

- Wrote guidelines for processing gifts received online and via US mail
- Began an instruction manual for using *DonorPerfect* (ongoing)
- Established an acknowledgement process for all philanthropic gifts received
- Investigating options to open a brokerage account for stock gifts
- Referencing and adhering to Board-approved policies as needed. See list below:

Past Board actions approved in support of SFEI Development

1. Charge of the Development Committee
2. Menu of Gift Opportunities
3. Initial list of prospects
4. Donor Anonymity Policy
5. Board and Leadership Volunteer Policy
6. Gift Acceptance Policy

#### 4. Accounting and Finance Updates

- Introduced the concept of contributed revenue vs. earned revenue
- Engaged a financial consultant to review our system and suggest improvements
- Currently evaluating and adjusting our accounting system to meet FASB standards
- Aligning *DonorPerfect* gift fields with accounting system in order to reconcile all gifts and purposes accurately
- Categorizing the budget into a format that better supports foundation grant requests
- 

#### 5. Web site

- **Donate** button now active!
- Philanthropy landing page under construction
- Donor stories to be added at a future date, possibly to home page

- *AmazonSmile* supports SFEI! AmazonSmile is a website operated by Amazon with the same products, prices, and shopping features as Amazon.com. The difference is that when you shop on AmazonSmile, the AmazonSmile Foundation will donate 0.5% of the purchase price of eligible products to the charitable organization of your choice.

#### 6. Communication Materials

- Preliminary updates to *GuideStar* complete; more still needed GuideStar's mission is to revolutionize philanthropy by providing information that advances transparency, enables users to make better decisions, and encourages charitable giving. In 2016, its database provided information on 2.5 million organizations.
- Exploring the creation of new materials to support SFEI fundraising, including a presentation folder, general brochure (for a mail campaign or info booth distribution), an annual report, TY note cards/stationery, and a template for proposals, event invitations or similar collateral
- Possible new logo design for SFEI brand
- Considering philanthropy articles to write for future SFEI newsletters as well as creating a separate newsletter focused on philanthropy

#### 7. Consultant Bob Woods (SWA)

- Provided background summaries and engagement strategies for five major gift prospects
- Wrote detailed descriptions for 12 gift opportunities, providing basis for proposal development
- Offered specific feedback and advice on Strategic Plan
- Provided guidance on FASB (Financial Accounting Standards Board) best practices and referrals to accounting consultant
- Contract will be ending on September 30

***Thank you, Bob, for all your help to SFEI!!***

#### 8. Upcoming Items of Priority

- Schedule Development Committee meeting (would love to make these in-person!)
- Open brokerage account for stock gifts
- Finalize hard copy pledge form(s), stock gift and wire transfer forms
- Prepare and send Fall solicitation letters (Board, past donors and prospects)
- Finalize and print Strategic Plan; write Case for Support
- With Case completed, craft Gen Ops proposal and present to initial Major Gift prospects
- Make appointments with all area Community Foundations to introduce SFEI
- Arrange some Brown Bag sessions at various locations featuring SFEI scientists
- Increase face-to-face visits, partnering with Warner
- Continue to submit LOIs and proposals to Foundations (8 currently identified)
- Work with program directors to improve collaboration and centralize project priorities
- Continue to instill a Culture of Philanthropy throughout SFEI

## **9. Next Steps for Directors**

- Complete information form (to be distributed) for improved database functionality
- Consider your network and introduce Stacy and Warner to important contacts in the community
- Serve as ambassadors and spokespersons on behalf of SFEI
- Identify potential new committee or board members
- Suggest events and activities that would interest potential/current donors, or help Stacy learn more about SFEI's work and partnerships

Attachments: Dashboard  
Development Annual Calendar  
Prioritized List of Development Recommendations (SWA)

Activity from July 1 - September 20, 2018

Prospect Tracking			
All Prospects by Solicitation Status	# of Prospects	\$ Amt. Raised	# of Visits
<b>RECEIVED</b>			
Gift	5	\$ 98,789	1
Pledge	0	\$ 212,998	0
<b>Received Total</b>	<b>5</b>	<b>\$ 311,787</b>	<b>1</b>
<b>STEWARDSHIP</b>			
Donors in Stewardship	<b>0</b>	N/A	<b>0</b>
<b>PIPELINE</b>			
		\$ Target (Planned Asks)	# of Visits
5 - Solicited	3	\$ 785,000	0
4 - Cultivation	21	\$ 1,266,450	0
3 - Strategy Developed	2	\$ 250,000	0
2 - Research	4	\$ 80,000	0
1 - Identification	71	\$ 4,853,400	3
<b>Pipeline Total</b>	<b>101</b>	<b>\$ 7,234,850</b>	<b>3</b>
<b>Grand Total</b>	<b>106</b>	<b>\$ 7,546,637</b>	<b>4</b>

Total Gifts - FY19	
Amount of Gifts	\$98,789
Number of Gifts	5

# of Visits	
Goal	137
Achieved	4
To Go	133

Foundations	
# of Prospects	48
# of LOIs	2
# of Proposals	2
# Grants Received	2

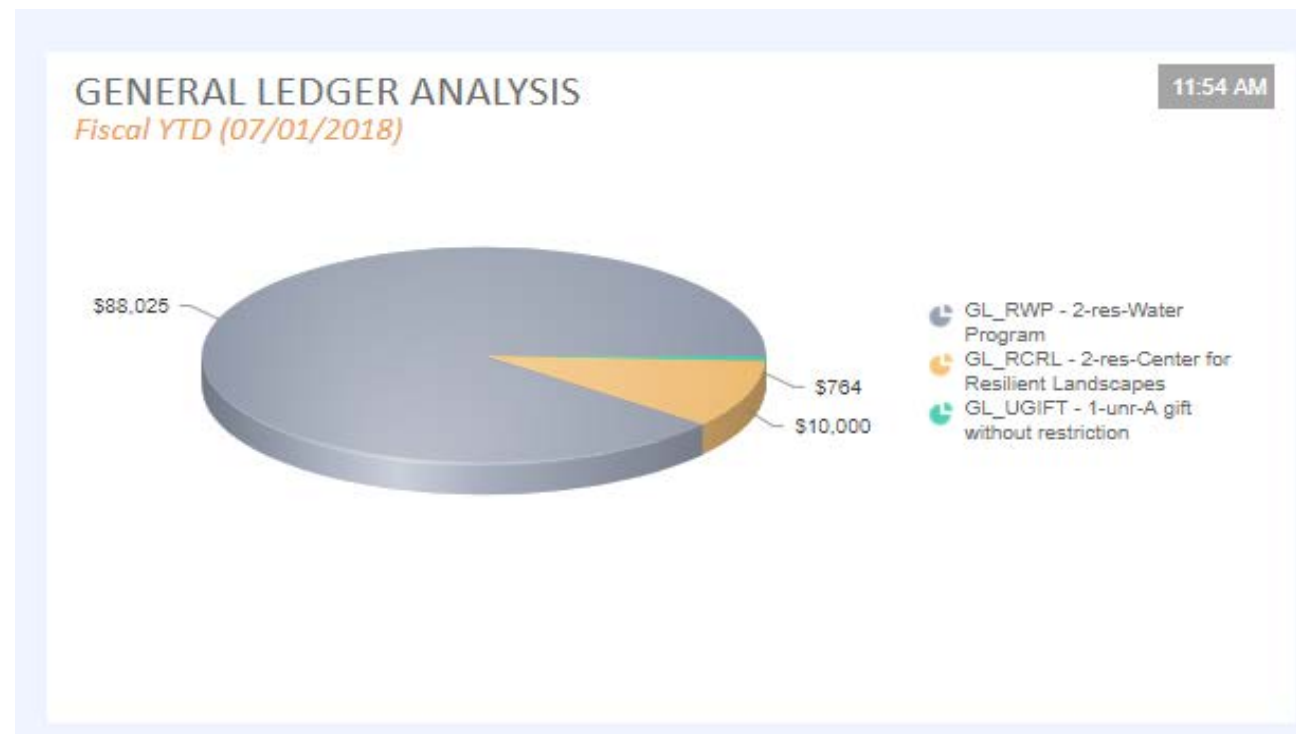
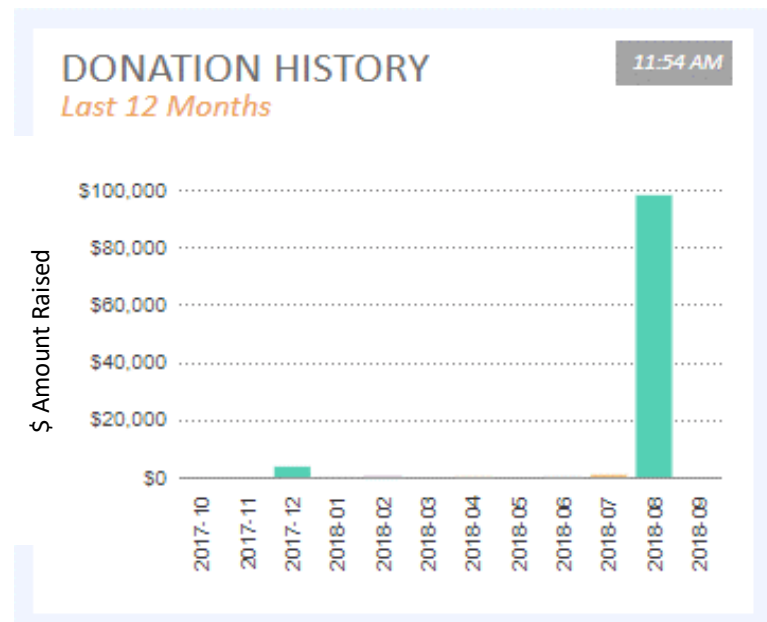
Corporations	
# of Prospects	14
# of LOIs	0
# of Proposals	0
# Grants Received	0

Major Gifts	
# of MG Prospects	22
Staffed MG Prospects #	22
% Staffed	100%

# of Other Contacts	
Phone Calls	11
Emails	44
Letters	3

Forecast (Expected Amount)	
Q1	\$283,000
Q2	\$233,000
Q3	\$0
Q4	\$222,188
Total FY	\$738,188

Volunteer Giving		
Board	\$0	0%
Volunteers	\$	
\$ Total	\$	-



## DEVELOPMENT ANNUAL CALENDAR

### ONGOING

- Coordinate project and program funding priorities throughout the year
- Review Foundation deadlines and organize grant submission priorities with program staff
- Prepare presentations, printed materials/leave-behinds, and other strategic tools
- Design / develop / plan / coordinate cultivation events
- Design / develop /adjust solicitation/stewardship strategies - add to DP database as necessary
- Stewardship: create a unique, continual experience for donors with touchpoints identified throughout the year (e.g. personalized invitations to events and special programs; mailings of interest; gifts for birthdays, anniversaries, etc; introductions to or visits with scientists or staff; specially-created activities to engage key interests)
- Adjust revenue forecasts as info changes; prepare future forecasts – update in DP regularly
- Maintain donor and prospect histories in institutional database/files
- Enter all contact reports with prospects and donors as soon as possible in DP
- Collaborate on long-range planning and future strategies for SFEI funding campaigns
- Attend meetings: board, development committee; staff managers, strategic, program/department, etc.
- Meet donors & prospects (target = 8-10 visits each month)

**\*Make solicitation calls!\***

### **JULY**

- Finalize close-out of prior fiscal year
- Prepare year-end reports, reconcile with Finance, and finalize new fiscal year forecasts in DP
- Update website language, as needed, to remove reference to past campaign theme
- Refresh acknowledgement letters and update stewardship grid, as needed
- Participate in summer cultivation activities (if organized)

### **AUGUST**

- Complete forecasts data entry for the new FY if not previously done
- Outline annual and possibly multi-year strategy for each donor/prospect in portfolio (PTS)
- Schedule Dev Committee meetings for year, approx. 1-2 weeks before each board meeting
- With team, plan and finalize list of events/event assignments for the year
- Create guest lists for fall events; consider STD alerts via eblast or postcard mailing
- *Contact program sponsors to approve recognition in upcoming publications/online listings (TBD)*

### **SEPTEMBER**

- Prep for upcoming Dev Committee and Board meetings
- Outline Board solicitation campaign details; review with Dev Committee
- Consider any donor stories or philanthropy articles for upcoming SFEI newsletter
- Start thinking about mailing campaign for acquisition or renewing donors
- Attend major meetings or conferences at SFEI?? Invite donors and prospects as appropriate.
- *Donor and prospect event #1*

**\*Make solicitation calls!\***



## OCTOBER

- Print, sign, stuff and send Board solicitation mailing
- RMP annual meeting
- Start design of prior fiscal year annual report and/or campaign brochure (?)
- *Donor and prospect event #1 or #2*

**\*Make solicitation calls!\***

## NOVEMBER

- Deadline for printing annual report and/or campaign brochure (?)
- Attend key presentations and workshops with various program staff
- Consider special newsletter (philanthropy focus)
- Update web site to support annual campaign theme or promote year-end giving, as needed
- *Donor and prospect event #2 or #3*
- Prep for Holiday cards / gifts / thank yous

## DECEMBER

- CY-end gift reminder (online, US mail, other)
- Finalize Holiday cards / gifts / thank yous
- Outline gift processing plan for Holiday vacation and Out of Office messaging for donors

## JANUARY

- Ensure data entry and acknowledgement letters completed for any late December gifts received
- Reconcile FY-to-date contribution reports with Finance records
- Update web site and remove any year-end giving references, as needed
- Consider any donor stories or philanthropy articles for upcoming newsletter
- Prep for upcoming Dev Committee and Board meetings
- Begin preparation for spring cultivation events

**\*Make solicitation calls!\***

## FEBRUARY

- Attend major meetings or conferences at SFEI?? Invite donors and prospects as appropriate.
- *Donor and prospect event #3 or #4*
- Consider planning a second ask campaign

## MARCH/APRIL

- Consider any donor stories or philanthropy articles for upcoming newsletter
- Prep for upcoming Dev Committee and Board meetings
- *Donor and prospect event #3 or #4*
- Launch second ask campaign
- Update website to coordinate with second ask campaign
- Intensify stewardship and solicitation process (e.g. special lunches / dinners / presentations)
- First round of end-of-year projections
- Begin future year's solicitation process where possible
- Plan Major Donor event / outline guest list / prep STD mailing

## MAY/JUNE

- Refine end-of-year projections
- Begin close-out asks / continue future forecasting
- Prep for final Dev Committee and Board meetings of the fiscal year
- *Director's dinner / Major Donor and prospect event*
- Consider special newsletter (philanthropy focus)
- Update web site to promote fiscal year-end giving, as needed
- Push for final FY gifts
- Update DonorPerfect (PTS and Gift tab) with upcoming fiscal year fields or other new programmatic categories

**Think about taking a break!**

**Stewart Woods and Associates**
**Prioritized List of Development Recommendations for the San Francisco Estuary Institute**

Project	Urgent	Immediate	Within 3 Months	Within 6 Months	Within 12 Months	Within 18 Months	Status as of 9/28/18
<b>Culture</b>							
Instill a Culture of Philanthropy	X						Ongoing
Promote Inclusiveness Among All Constituencies Sharing SFEI's Vision	X						Ongoing
Decide: Being Volunteer Driven	X						Complete
Decide: Being Donor Centric	X						Complete
Expand Building Block: Strategic Vision		X					In process
Building Block: Development Plan		X					In process
Building Block: Case Statement			X				In process
Building Block: Gift Opportunities			X				In process
Prospect Allocation System				X			
<b>Fundraising</b>							
Hire a Vice President for Development		X					Complete
Determine Top Prospect List		X					Ongoing
Focus on Foundations and Corporations		X					In process
Create a Stewardship Plan for Key Donors			X				In process
Identify Major Gift Prospects to Cultivate			X				Ongoing
Support a Major Gifts Committee Comprised of Peer Solicitors				X			
Determine Mail Program					X		In process
Promote Planned Gifts					X		
Hire Director, Institutional Giving						X	
<b>Volunteer Structure</b>							
Determine Volunteer Structure (Foundation v. Internal Fundraising)	X						Complete
Determine New Board Candidates with Development Interest		X					Ongoing
Identify and Engage Major Gifts Committee (MGC)					X		
Coach MGC in Development Activities					X		
Volunteer Solicitation Training					X		
Identify, Engage and Enlist Additional Volunteers					X		
Volunteer Solicitation Training						X	
<b>Systems</b>							
Purchase Prospect Research Databases		X					In process
Identify Corporate and Foundation Prospects		X					Ongoing
Purchase Development Database			X				Complete
Install Prospect Tracking System			X				Complete
Identify Major Gift Prospects			X				Ongoing
Screen Prospects with Wealth Engine			X				Ongoing
<b>Policies</b>							
Volunteer Giving Policy	X						Complete
Primary Staff Rule		X					In process
Gift Acceptance Policy		X					Complete

Stewardship & Recognition Policies		X					In process
Endowment Payout Policy					X		
Planned Giving Investment Policy					X		
<b>Procedures</b>							
Use Cash Quality Report (Prospect Tracking System, "PTS") to Monitor Progress		X					Complete
Install Gift Processing Procedure		X					Complete
Formalize Gift Acknowledgment Procedure		X					Complete
Consider Development Priorities Process			X				In process
Create and Adhere to Stewardship and Recognition Plans			X				Ongoing
Daily Gift Log			X				
Development Manual					X		In process
<b>Reports</b>							
Create Dashboard from PTS			X				Complete
Visits Report from PTS			X				
Top Fundraiser Report					X		
<b>Managing Expectations</b>							
Build Communication System for Development Alerts	X						Complete
Set Fundraising Goals		X					Ongoing
Set Visit Targets		X					Complete
<b>Other Strategies</b>							
Coordinate Development Strategy with Marketing Strategy		X					In process
Determine On-Line Fundraising Strategy			X				In process
Social Network Fundraising			X				

#### Attachment #4

Date: September 24, 2018

To: SFEI Board

From: Warner Chabot

Re: Board Membership, and Officers

The two charts below and on the next page identify: a) The current Board membership and b) Existing Committee members. These are intended to frame a discussion about new Board members and Committee members.

First Name	Last Name	Representation	RMP Funder	SFEI Broad	ASC Broad	Affiliation
Bruce	Wolfe	Regulatory - RB2; Ex-officio		Yes	Yes	SFBRWQCB
Karen	Mogus	Regulatory - SWRCB; Ex-Officio		Yes	Yes	SWRCB
Adam	Laputz	Regulatory - RB5; Ex-Officio		Yes	Yes	CVRWQCB
Dave	Williams	RMP - BACWA		Yes	Yes	BACWA
Laura	Pagano	RMP - BACWA	\$\$	Yes	Yes	SFPUC, Wastewater Enterprise
Prabhaker	Somavarapu	BACWA/ Management		Yes	Yes	Sacramento Region Co. Sanitation District, Sac Area Sewer District
Jim	Fiedler (*Emeritus)	Management	\$\$	Yes	Yes	Santa Clara Valley Water District
Dave	Tucker	Management		Yes	Yes	City of San Jose - Retired
Jim	Kelly (Retired)	Management	\$\$	Yes	Yes	Contra Costa Co. Public Works
Skyli	McAfee	Science		Yes	Yes	[Ocean Science Trust, TNC]
Adam	Olivieri	RMP, Science		Yes	No	EOA, Inc.
Barbara	Salzman	Environmental		Yes	Yes	Marin Audubon Society
Ann	Hayden	Environmental		Yes	No	Environmental Defense Fund
Janet	Hashimoto	Ex-Officio		Yes	Yes	US EPA

## SFEI Committee Membership (9-20-18)

<b>Executive</b>	
Chair	Jim Kelly
Vice Chair (SFEI)	Ann Hayden
Vice Chair (ASC)	<del>Laura Pagano</del> <b>(Resigned)</b>
Secretary	Bruce Wolfe
Treasurer	Skyli McAfee
*Officer Emeritus	Jim Fiedler
*(Temporary)	David Williams (While evaluating Strategic Plan update)
<b>Development</b>	
Chair	Jim Fiedler
	<del>Laura Pagano</del> <b>(Resigned)</b>
	Jim Kelly
	Skyli McAfee
	Ann Hayden
<b>Governance</b>	
Chair	David Williams
	Barbara Salzman
	Jim Fiedler* (Emeritus)
<b>Audit</b>	
Chair	Bill Damien
	Dave Tucker
	Barbara Salzman

**SFEI STRATEGIC PLAN – DRAFT INTERNAL PERFORMANCE MEASURES**

THE PROPOSED INDICATORS WILL BE REVIEWED EVERY 12-18 MONTHS TO ENSURE WE ARE MOVING FORWARD SUCCESSFULLY AND EFFECTIVELY.

**Strategic Priority 1: ADVANCE VISIONARY SCIENCE**

Goals	Objectives	Indicators
<b>1.1 Produce reliable and influential science.</b>	1.1.1 Conduct collaborative science that anticipates and responds to information needs for environmental management.	The number of impactful scientific reports that are published each year is greater than or equal to XX. <i>(How many have we developed in past years? Is there an average we could cite for a baseline?)</i>
	1.1.2 Develop new and innovative approaches for comprehensive stewardship of ecosystems at the landscape level and in a watershed context.	<i>How many have we developed in the past?? Use as baseline to maintain or increase over the course of the five year plan.</i>
	1.1.3 Participate in multidisciplinary science that results in multi-benefit solutions.	The number of external collaborators on SFEI reports remains at XX or more.
	1.1.4 Assure rigorous peer review of science products.	Maintain vibrant advisory panel of at least XX experts. Review participant list annually to refresh and expand expertise.
<b>1.2 Maintain and expand environmental monitoring and assessment programs.</b>	1.2.1 Provide relevant and reliable monitoring data and assessments to the public and decision-makers.	<i>Pulse of the Bay</i> reports are produced biennially and contributions to statewide documents are noted in a tracking document for SFEI.  - SFEI web site uploads and article hits are monitored and added to the tracking log.

<b>1.3 Convene teams of leading scientists and technologists.</b>	1.3.1 Recruit and retain leading scientists and technologists.	# of current scientists = XX # of current technologists =XX Maintain similar balance in the future and monitor growth appropriately.
	1.3.2 Build and maintain partnerships with other scientists and technologists.	# of current partners = XX Annually review partner list to identify new opportunities.

## Strategic Priority 2: APPLY INNOVATIVE TECHNOLOGY

Goals	Objectives	Indicators
<b>2.1 Promote data utility, integrity, and centrality in the course of decision making.</b>	2.1.1 Provide a reliable environmental data center and information management system with associated client services.	Increase stored and distributed data records by 15% - Maintain zero failure rate (has it ever crashed?) - Maintain qualified staffing, currently at #, to monitor and manage system
	2.1.2 Integrate scientific data and information into the process of problem formulation, policy development, and evaluation of management options.	Annually document the use of SFEI's data in key decisions, policies, and/or alternatives analysis. <i>(use an ongoing log?)</i>
	2.1.3 Enhance SFEI's reputation as an environmental technology partner.	# of requests for EI collaboration in past years vs maintained/increased future goal
	2.1.4 Expand user base for SFEI tools via outreach and technical support to extend services to other regions of the state and beyond.	Market and license technology to an out-of-state client - # of past partners vs future goal# - # of marketing pitches given per year - # of new clients (in or out of state)



<b>2.2 Integrate with other regional, state, federal, and local data networks.</b>	2.2.1 Expand data access through the integration of additional monitoring information, assembling data from disparate and novel sources.	# of new tools developed (can we set a goal?) # of new data sources added to system <i>(what's current ?? Is there a goal? Otherwise, establish baseline from which to grow.)</i>
<b>2.3 Invest in promising new technologies as full-time staff</b>	2.3.1 Advance applied technology within the environmental sector through effective research and development.	Publish report on the applications of emerging technologies, such as machine learning and UAS-based surveys to environmental science challenges. - Hire 1 new EI team member for R&D only focus, or Adjust current staffing of # EI team members to allocate 1 full time R&D-only position

### Strategic Priority 3: COMMUNICATE SCIENCE TO INFORM, INSPIRE, AND EMPOWER

Goals	Objectives	Indicators
<b>3.1 Develop and implement a communications plan using multiple tools to increase awareness and build trust of SFEI as an objective science partner among stakeholders, decision makers and the media.</b>	3.1.1 Ensure staff communications committee serves as messenger, champion, and facilitator of news delivery to stakeholders and donors.	Redevelop and distribute a communications plan designed to foster stakeholder and donor engagement. - Craft a common message/paragraph about SFEI that is incorporated into majority of funding requests and other publications.
	3.1.2 Create activities and functions to increase public awareness and community engagement.	- Plan 1-3 annual events managed by Development to cultivate and steward donors and prospects - Identify 1-3 currently occurring SFEI activities to more broadly publicize or expand to include larger public audience
	3.1.3 Utilize the full range of social and news media and web platforms to inform, inspire and empower the public and community leaders	Integrate references to SFEI's Facebook, Twitter, and web site uniformly into all online platforms, except where inappropriate or impractical.

		<ul style="list-style-type: none"> <li>- Provide timely content on all sites, with biannual review by communications committee</li> <li>- Provide monthly or quarterly analytics reports to document increase in web site traffic</li> </ul>
<b>3.2 Facilitate constructive exchanges between scientists, managers, policy makers, and stakeholders.</b>	3.2.1 Provide inter-agency coordination services among a broad range of stakeholders to identify sources of problems, align common goals, and suggest solutions.	Marshall the breadth and depth of our contact lists to organize and convene # meetings each year. <i>(Do we have a baseline of past efforts? Measure towards an increased goal? Should this vary by program?)</i>
	3.2.2 Leverage proven technology to promote interactive engagement and tell stories that animate scientific materials developed by SFEI.	Develop two new “story maps” tied to projects. <i>(I have no idea what that means!)</i> <ul style="list-style-type: none"> <li>- Create phone app or game</li> <li>- Partner with nationally-recognized company/ies to enhance expertise</li> </ul>
<b>3.3 Convene high-profile regional forums and workshops to increase the access, understanding and use of new science as applied to major environmental policy challenges.</b>	3.3.1 Present regional workshops, forums, and related platforms to increase the collaboration of scientific experts with environmental policy makers and decision makers.	Convene two workshops that meaningfully integrate the participation of policy makers. <ul style="list-style-type: none"> <li>- Seek to have # in attendance and/or XX organizations and agencies involved</li> </ul>
	3.3.2 Focus on complex, long range challenges to environmental health of aquatic ecosystems and urban and rural landscapes, encouraging the integration of goals, data needs, and adaptive management.	Under the newly launched Center for Resilient Landscapes, convene a meeting of stakeholders with interest in the impacts of sea level rise. <ul style="list-style-type: none"> <li>- Seek to have # in attendance and/or XX organizations and agencies involved.</li> </ul>

#### Strategic Priority 4: AUGMENT FUNDING RESOURCES

Goals	Objectives	Indicators
<b>4.1 Establish a development program that engages foundations, corporations, and individual donors to attract increased philanthropic support.</b>	4.1.1 Create a comprehensive fundraising strategy anchored in the strategic plan, developing principal, major, and annual gift prospects from an array of sources.	More than double the number of identified prospects in the database from approximately 100 to 250, seeking the highest percentage increase in individual donor records.
	4.1.2 Grow the development staff appropriately and train key SFEI staff to integrate infrastructure and foster a highly collaborative philanthropic enterprise.	Major gift portfolios consist, on average, of 90 prospects per gift officer.  Database or Administrative operations as well as a stewardship manager are likely focus areas that will require additional personnel in the future.
<b>4.2 Continue to pursue contracts through long-established sources and collaborate with the development office to explore opportunities for expanded project support.</b>	4.2.1 Implement processes to review RFPs in advance of submission, and identify budget needs that can be supplemented through development proposals.	Establish quarterly reviews, at minimum, between development team and program directors of project and prospect targets. <i>(This is identical to 4.3.1)</i>
	4.2.2 Present the SFEI brand consistently to existing and new funders.	Develop content and messaging that conveys a compelling story and can be incorporated into contract applications as well as development literature and proposals. <i>(This is similar to Objective 3.1.1)</i>
	4.2.3 Explore new service contracts with foundations and corporations who rely on solid science.	Make at least 1-2 pitches each year to a foundation or company to provide science services.
<b>4.3 Focus development efforts toward unrestricted support yet remain open to securing project-specific commitments, both expendable and endowed.</b>	4.3.1 Use the development priorities process to identify and prioritize gift opportunities in support of the strategic plan.	Establish quarterly reviews, at minimum, between development team and program directors of project and prospect targets. <i>(This is identical to 4.2.1)</i>

	4.3.2 Seek gifts that name and endow positions, programs or projects – consistent with the approved gift opportunities – to provide perpetual operating support.	Establish accounting standards across SFEI that support charitable giving and ensure ability to accept stock gifts, deferred gifts, or other unique giving vehicles.
<b>4.4 Build a culture of philanthropy that will produce loyalty, commitment and engagement among internal and external constituents.</b>	4.4.1 Engage the development committee of the board of directors as integral partners in securing additional resources.	Conduct at least one committee meeting each year that is focused on list review, network sharing, and strategic discussion about new prospect development.
	4.4.2 Facilitate meaningful relationships with influential individuals and organizations that align with and amplify SFEI's vision.	Utilize board and staff connections to recruit 2-4 new board and development committee members with non-profit board experience and philanthropic capacity.
	4.4.3 Administer a constituent relationship management (CRM) system to support fundraising and moves management.	Create a process manual to ensure data integrity, and develop a dashboard to track metrics. Review annually as the number of donors and contributions expand; the key metrics of the dashboard may also need to evolve.
	4.4.4 Create a thoughtful stewardship process to increase donor engagement, continued giving, and long-term donor relationships.	<p>Meaningfully and accurately acknowledge all gifts received within 72 hours.</p> <p>Adhere to board-approved gift acceptance policies, and implement procedures to accurately fulfill gift intentions of donors.</p> <p>As private philanthropy increases, especially among individuals, develop a matrix of benefits and recognition opportunities.</p>

## **Attachment # 7**

Date: September 24, 2018  
To: SFEI Board of Directors  
From: Jen Hunt & Patrick Walsh  
Re: SFEI Financial Performance Summary

### **FY18 Financial Performance Summary thru June 30, 2018**

Surplus at the fiscal year end is \$117,907 although June itself showed a decrease (-\$138,840). This was expected due to vacation use during the month. In contrast, April and May both showed healthy surpluses of \$74,767 and \$82,201 respectively. See Figure 1 and Table 1 on the next page.

Unrestricted cash increased 12% since April numbers were reported at the June board meeting and AR has risen 11% since April numbers were reported. We've maintained the \$500k in the Board reserve and have strong total assets of \$3.27M (unrestricted cash + accounts receivable + reserve + accruals).

Through June 30, we've generated 93% of our projected revenue and expended 82% of planned expenses. As expected we did not incur all of our planned expenses during FY18 and that has helped with the surplus margin. See Table 2 for FYTD Budget vs Actual. See Table 2 for FYE Budget vs. Actual.

**Recommended Action:** Accept financials

Figure 1. Summary of financial metrics through June 30, 2018

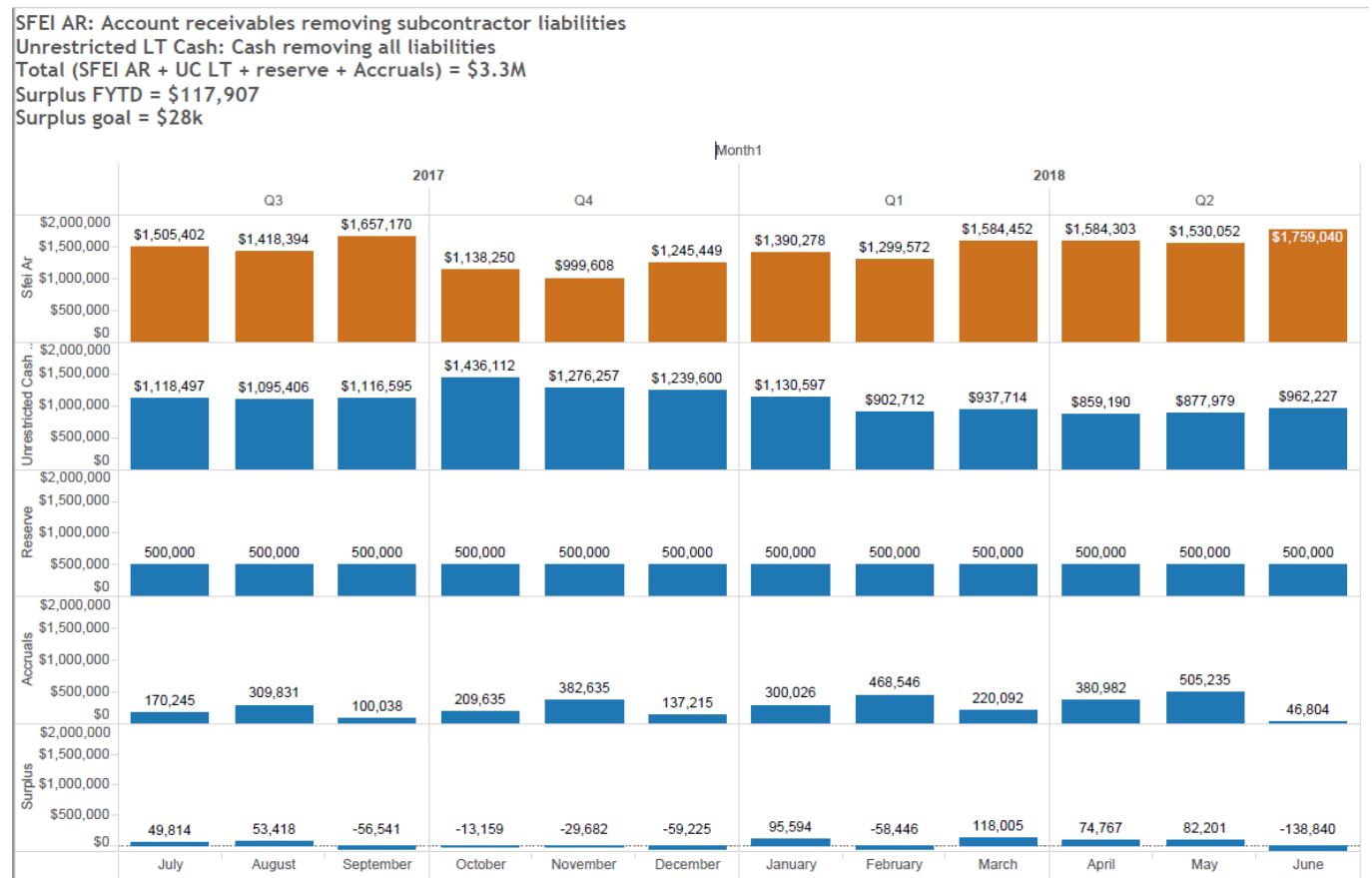


Table 1. Budget vs actual through June 30, 2018

Item	FY18 Board Approved Budget	FYTD Actuals thru 6/30/18
<b>Revenue</b>		
Billed Labor	\$7,949,218	\$7,792,652
Other Revenue	\$3,156,000	\$2,609,949
<b>Total Revenue</b>	<b>\$11,105,218</b>	<b>\$10,402,602</b>
<b>Expenses</b>		
Salaries & Benefits	\$6,560,000	\$6,502,213
Other Expenses	\$3,120,000	\$2,577,375
Admin expense	\$1,184,000	\$1,114,940
IT expense	\$97,754	\$90,168
<b>Total Other Direct Cost Expense</b>	<b>\$10,961,754</b>	<b>\$10,284,695</b>
<b>Total surplus</b>	<b>\$143,464</b>	<b>\$117,907</b>

Table 2: FYE 6/30/18: Budget vs. Actual detail

Item	FY18 Board- Approved Budget	Mid-Year Adjustm'ts	FY18 Final Budget	FYTD Actuals thru 6/30/18	Balance	Actuals to Budget
<b>Revenue</b>						
Billed Labor	\$7,949,218		\$7,949,218	\$7,792,652	\$156,566	98%
Subcontracts	\$2,850,000		\$2,850,000	\$2,224,842	\$625,158	78%
Other Reimb Revenue	\$270,000		\$270,000	\$346,598	(\$76,598)	128%
*Other Revenue	\$36,000		\$36,000	\$38,509	(\$2,509)	107%
<b>Total Revenue</b>	<b>\$11,105,218</b>	<b>\$0</b>	<b>\$11,105,218</b>	<b>\$10,402,602</b>	<b>\$702,616</b>	
*Revenue from donations, facilities, equipment, and rental income, interest income (LAIF), rmp match income						
<b>Expenses</b>						
Salaries						
Benefits	\$6,560,000		\$6,560,000	\$6,502,213	\$57,787	99%
Bonuses						
<b>Total Labor Expense</b>	<b>\$6,560,000</b>	<b>\$0</b>	<b>\$6,560,000</b>	<b>\$6,502,213</b>	<b>\$57,787</b>	
Subcontracts	\$2,850,000		\$2,850,000	\$2,237,942	\$612,058	79%
Other Reimb Expense	\$270,000		\$270,000	\$339,433	(\$69,433)	126%
<b>Total Other Direct Cost Expense</b>	<b>\$3,120,000</b>	<b>\$0</b>	<b>\$3,120,000</b>	<b>\$2,577,375</b>	<b>\$542,625</b>	
<b>Admin Overhead</b>						
Legal	\$ 20,000		\$ 20,000	\$ 20,026	\$ (26)	100%
Audit	\$ 29,000		\$ 29,000	\$ 22,750	\$ 6,250	78%
Consultants	\$ 120,500		\$ 120,500	\$ 107,418	\$ 13,083	89%
Human Resources	\$ 61,000		\$ 61,000	\$ 53,810	\$ 7,190	88%
Building Exp - Trash	\$ 6,000		\$ 6,000	\$ 4,905	\$ 1,095	82%
Building Exp - Property Taxes	\$ 5,000		\$ 5,000	\$ 3,728	\$ 1,272	75%
Building Exp - PG&E	\$ 28,000		\$ 28,000	\$ 21,206	\$ 6,794	76%
Building Exp - Repair & Maint.	\$ 4,000		\$ 4,000		\$ 4,000	0%
Building Exp - Office Buildout	\$ 10,000		\$ 10,000		\$ 10,000	0%
Office & Field Supplies (paper, pens)	\$ 21,000		\$ 21,000	\$ 23,149	\$ (2,149)	110%
Publications/Dues	\$ 9,000		\$ 9,000	\$ 3,293	\$ 5,707	37%
Printing	\$ 11,000		\$ 11,000	\$ 10,573	\$ 427	96%
Postage & Courier	\$ 2,000		\$ 2,000	\$ 3,152	\$ (1,152)	158%
Small Equipment (Office & Field furniture)	\$ 29,000		\$ 29,000	\$ 21,240	\$ 7,760	73%
Rent	\$ 370,000	\$ 115,000	\$ 485,000	\$ 491,986	\$ (6,986)	101%
Equipment Lease & Rental	\$ 28,000		\$ 28,000	\$ 33,344	\$ (5,344)	119%
Telephones	\$ 24,000		\$ 24,000	\$ 28,893	\$ (4,893)	120%
Insurance	\$ 56,000		\$ 56,000	\$ 50,507	\$ 5,493	90%
Repairs & Maint	\$ 11,000		\$ 11,000	\$ 10,681	\$ 319	97%
Janitorial service	\$ 23,000		\$ 23,000	\$ 21,800	\$ 1,200	95%
Travel	\$ 27,000		\$ 27,000	\$ 17,364	\$ 9,636	64%
Professional Development, Training & Conference	\$ 61,000		\$ 61,000	\$ 38,114	\$ 22,886	62%
Meetings & Events	\$ 11,000		\$ 11,000	\$ 7,272	\$ 3,728	66%
Professional Membership Dues	\$ 4,000		\$ 4,000	\$ 3,736	\$ 264	93%
Recruiting Costs	\$ 40,000		\$ 40,000	\$ 48,549	\$ (8,549)	121%
License & Taxes	\$ 2,000		\$ 2,000	\$ 1,524	\$ 476	76%
Depreciation	\$ 16,000		\$ 16,000	\$ 17,702	\$ (1,702)	111%
Misc Payroll Expenses	\$ 6,000		\$ 6,000	\$ 4,739	\$ 1,261	79%
Temporary Staff	\$ 20,000		\$ 20,000		\$ 20,000	0%
Bank Fee	\$ 3,500		\$ 3,500	\$ 2,450	\$ 1,050	70%
Unallowable Expenses - Bad debt & Write-offs	\$ 1,000		\$ 1,000	\$ 2,914	\$ (1,914)	291%
Unallowable Expenses - Employee Appreciation	\$ 35,000		\$ 35,000	\$ 38,072	\$ (3,072)	109%
Unallowable Expenses - Communications	\$ 50,000		\$ 50,000	\$ -	\$ 50,000	0%
Unallowable Expenses - Development	\$ 40,000		\$ 40,000	\$ 43	\$ 39,957	0%
Moving Expenses				\$ -	\$ -	
<b>Total Admin Expenses</b>	<b>\$1,184,000</b>	<b>\$115,000</b>	<b>\$1,299,000</b>	<b>\$1,114,940</b>	<b>\$184,060</b>	
Workstation software	\$7,750		\$7,750	\$4,408	\$3,342	57%
Workstation hardware	\$18,500		\$18,500	\$23,400	(\$4,900)	126%
Internet	\$18,596		\$18,596	\$13,878	\$4,718	75%
Data Storage (Backup)	\$7,560		\$7,560	\$4,142	\$3,418	55%
Server software	\$11,249		\$11,249	\$13,547	(\$2,298)	120%
Server hardware	\$16,100		\$16,100	\$6,525	\$9,575	41%
Small Equip. & Book	\$1,500		\$1,500	\$1,237	\$263	82%
Cloud Services	\$16,499		\$16,499	\$23,031	(\$6,532)	140%
<b>Total IT Expenses</b>	<b>\$97,754</b>	<b>\$0</b>	<b>\$97,754</b>	<b>\$90,168</b>	<b>\$7,586</b>	
Total Overhead	\$1,281,754	\$115,000	\$1,396,754	\$1,205,108	\$191,646	86%
Total Revenue	\$11,105,218	\$0	\$11,105,218	\$10,402,602	\$702,616	94%
Total Expenses	\$10,961,754	\$115,000	\$11,076,754	\$10,284,695	\$792,059	93%
<b>Surplus/Deficit</b>	<b>\$143,464</b>	<b>(\$115,000)</b>	<b>\$28,464</b>	<b>\$117,907</b>	<b>(\$89,443)</b>	414%





## **Attachment #8**

Date: September 24, 2018  
From: Patrick Walsh, Finance Director  
Item: FY19 Q1 SFEI Program Plan Update

On the next page is a table summarizing the SFEI projects not approved previously, and then another table with the related project descriptions.

**Recommended Action:** Approve FY19 Q1 SFEI Program Plan Update

Agency	Proj #	Project Title	Program	Focus Area	Multiplier	Start Date (Anticipated)	Completion (Anticipated)	Total Funding	Total Funding for Labor	Projected FY19 Labor Spending	Direct Client	Funding Source	Principal Investigator(s)	Project Manager
SFEI	1118	IFRMP Support	CW	Clean Water	1.78	6/1/2018	3/31/2021	\$5,000	\$4,700	\$2,000	Pacific States Marine Fisheries Commission	Federal	Randy Turner	Jen Hunt
SFEI	1119	LSB Modeling Support	CW	Clean Water	2.95	8/9/2018	8/9/2019	\$15,000	\$15,000	\$13,000	RMA (<WC<SCVWD)	State	Dave Senn	Jen Hunt
SFEI	1120	Klamath Basin Monitoring Plan	CW	Clean Water	1.78	8/10/2018	1/31/2019	\$10,000	\$9,500	\$9,500	PacifiCorp	Private	Randy Turner	Jen Hunt
SFEI	1121	Lower American River Bacteria Monitoring	CW	Clean Water	2.95	8/15/2018	8/15/2019	\$30,000	\$15,000	\$13,000	Sac. Area Sewer District via CVRWB	State	Matt Heberger	Matt Heberger
SFEI	4104	WRMP Physical Processes Workshop Support	RL	Wetlands	2.41	8/10/2018	8/30/2018	\$4,864	\$4,864	\$4,864	ABAG/MTC	Local	Scott Dusteroff	Scott Dusteroff
SFEI	6546.01	Eelgrass Data Management & Dissemination to EcoAtlas	EI	Applications Development	2.95	9/11/2018	9/30/2019	\$30,000	\$30,000	\$22,500	NOAA	Federal	Cristina Grosso	Cristina Grosso
SFEI	6560	North Bay Watershed Association Web Site Support	CW	Data Technical Services	2.95	7/30/2018	7/30/2020	\$12,500	\$12,500	\$6,250	NBWA	Non profit	Tony Hale	Tony Hale
SFEI	6561	Biological Opinion Project Tracking	EI	Applications Development	2.41	6/1/2018	9/30/2019	\$15,000	\$15,000	\$13,000	USFWS	Federal	Tony Hale	Tony Hale
SFEI	7261.01	Phase 2 Lower Sonoma Creek Strategy	RL	Historical Ecology	2.41	9/6/2018	11/15/2019	\$161,780	\$50,700	\$42,250	Sonoma Land Trust	SF Bay Restoration Authority (Measure AA)	Robin Grossinger	Jeremy Lowe
SFEI		Hidden Nature SF	RL	Historical Ecology		11/1/2018	4/30/2021	\$212,993	\$128,185	\$55,000	Simons Foundation	Private	Robin Grossinger	Erin Beller

Proj #	Project Title	Project Description
1118	IFRMP Support	In support of the Klamath Basin Integrated Fisheries Restoration and Monitoring Plan, SFEI will assist USFWS and Pacific States Marine Fisheries Commission in making presentations, reviewing and producing documents, attending meetings and other functions required to effectively represent the Klamath Basin Monitoring Program.
1119	LSB Modeling Support	<p>SFEI has developed a partially validated hydrodynamic model for Lower South Bay, as a specialization of a validated full Bay model. A key to the success of this model is to both support use between institutions, and to harness the combined efforts of the modeling community to improve the model. SFEI will be responsible for making the model available in a usable form. The tasks to be handled by SFEI for the present project are:</p> <ul style="list-style-type: none"> <li>• Document and finalize publicly available model repository. This includes supporting code, model inputs, and data sets. Some datasets required for model input, including original bathymetry sources, grids, flows and winds will be made publicly accessible via a combination of THREDDS, ERDDAP and FTP.</li> <li>• Provide input on model refinement priorities and support the use and interpretation of the LSB model during the RMA's model refinement and validation.</li> <li>• Support the inclusion of RMA model improvements back into the community model repository and associated databases during and at the end of the model development activities.</li> <li>• Provide progress reports as requested by CLIENT.</li> </ul>
1120	Klamath Basin Monitoring Plan	Develop and Convene a Water Quality Restoration Session in the fall of 2018 for the Klamath Basin Monitoring Program, comprised of organizations that have an interest in improving water quality, highlighting the collective progress toward water quality and species recovery goals. Focus of Session will be on water quality restoration topics to promote understanding of those actions and water quality. Program development for the session will require stakeholder surveys of key restoration lessons learned, and recommendations for moving restoration efforts forward. Post meeting Report will be produced in December 2018
1121	Lower American River Bacteria Monitoring	Develop a Phase II monitoring design for indicator bacteria in the Lower American River. SFEI will provide a draft version of the Technical Memo for stakeholder review and comment. The Technical Memo must be provided prior to submission of the final version to the Central Valley Regional Water Quality Control Board (CVRWB), and upon completion submitted to the Sacramento Area Sewer District.
4104	WRMP Physical Processes Workshop Support	SFEI serves as co-lead on the SF Bay Wetlands Regional Monitoring Program (WRMP) Physical Processes Workshop. Entails vetting and developing workshop content, identification of presenters and participants, interact with the Science Advisory Team (SAT) to ensure all necessary information is gathered and packaged for workshop. During the Workshop, participate in introduction of speakers and facilitate discussions during break-out sessions. Post workshop: participate in debrief conversations and assist with synthesizing workshop findings for presentation to SAT.
6546.01	Eelgrass Data Mgmt. & Dissemination to EcoAtlas	Add new comprehensive eelgrass survey datasets into the existing eelgrass data layer in EcoAtlas. Improve the functionality of the eelgrass date range tool. Develop a Group page for eelgrass mitigation projects. Host a server and underlying information technology that supports EcoAtlas, such as backing up eelgrass survey and project data and providing internet bandwidth for accessing and downloading data.
6560	North Bay Watershed Association Web Site Support	Assist with domain name service changes, file migration, and database migration to support Wordpress. Select and implement new theme: provided a selection of themes; implement new theme; adjust content where necessary. Provide simple documentation describing content editing for anticipated changes. Furnish a simple user's guide to describe the processes a non-technical person would undertake to edit the site. Provide ongoing hosting and support: website server resources (file server space, database administration, DNS services); backup files and database; secure site from malware and hackers.

Proj #	Project Title	Project Description
6561	Biological Opinion Project Tracking	SFEI will refine the Biological Opinion Project tracking system that it first developed for USFWS. The computer application tracks compliance monitoring for terms and conditions in biological opinions, small habitat conservation plans, incidental take permits, etc. SFEI will add upgrades and enhancements to the existing application, including but not limited to: add status update into mapping layers; document content administrative processes and train administrator on usage; convert conservation measures to paragraph format by creating new text area and adding fields, as well as rebuilding all of the site's views, reports and notification systems; enhance notification options.
7261.01	Phase 2 Lower Sonoma Creek Strategy	Strategy efforts for the Redesign of SR 37 in Phase 2 will be geared toward providing Sonoma Land Trust and partners with a clear and comprehensive plan that guides the acquisition, protection, restoration and enhancement of diverse baylands habitats (e.g., riparian, subtidal, mudflat, tidal marsh, brackish marsh, freshwater marsh and upland-wetland transition) and natural processes to maintain or increase flood protection, appropriate public access, and provide recommendations for the redesign of SR 37 where it passes through the Lower Sonoma Creek portion of the San Pablo Bayland. The goals of the Strategy broadly reflect those of the widely adopted Baylands ecosystem Habitat Goals Update (2015). As in Phase I, SFEI will subcontract with Ducks Unlimited, ESA, and Point Blue to identify Opportunities and Constraints in the design of alternate strategies. Three technical studies will be conducted: Fluvial and coastal modeling (ESA lead), Geomorphic evolution assessment (SFEI lead), Landscape assessment (Point Blue lead). Stakeholder outreach meetings will be conducted with CDFW, USFWS, Sonoma Valley Groundwater Sustainability Agency, Sonoma Water, SF Bay Trail Project, SF Bay Area Water Trail, a Science Advisory Panel, an early interagency meeting for regulators and one-on-one meetings with landowners and other area experts.
	Hidden Nature SF	SFEUI will (1) produce a historical ecology map for the project study area (northern San Francisco, from approximately Lands End/Sutro Baths to the west to the Ferry Building to the east); (2) develop a series of public outreach and educational events designed to engage San Franciscans in a process of scientific discovery about the history and ecology of their city through office hours, excursions, and talks; and (3) create a website and interactive map viewer to broaden the reach and impact of the project. The Hidden Nature SF project will engage two primary partners: the Exploratorium and the Wildlife Conservation Society. The Exploratorium will host ecological detective office hours and other project events, contribute to the planning and execution of these events, and provide advice on data gathering and development of historical ecology map layers over the project period. The Wildlife Conservation Society will advise historical data collection, interpretation, and synthesis; advise website development and integration of their historical digital elevation model for San Francisco into the project analysis, and participate in priority public outreach events in San Francisco over the project period.

## **Attachment #9**

Date: September 24, 2018

To: SFEI/ASC Executive Committee

From: Warner Chabot

Item: Resolution to Renew ASC Administrative Services Agreement with SFEI

Attached is a resolution that must be renewed **every four years** to renew the Administrative Services Agreement (Joint Powers Agreement), between ASC and SFEI. The current agreement expires this November.

**Recommendation:** The SFEI/ASC Board should approve this resolution to maintain the ASC's relationship with SFEI for another four years, until June 2022.

**RESOLUTION NO. ASC 19-02/SFEI 19-03**

**BOARD OF DIRECTORS  
AQUATIC SCIENCE CENTER  
SAN FRANCISCO ESTUARY INSTITUTE**

**A RESOLUTION AUTHORIZING THE RENEWAL OF AND CONCURRENT  
AMENDMENTS TO THE ADMINISTRATIVE SERVICES AGREEMENT BETWEEN THE  
AQUATIC SCIENCE CENTER AND THE SAN FRANCISCO ESTUARY INSTITUTE**

This renewal of and amendments to the Administrative Service Agreement, by and between Aquatic Science Center ("ASC"), a California Joint Powers Authority, and San Francisco Estuary Institute ("SFEI"), a California not-for-profit corporation, is made to be effective as of 28<sup>th</sup> day of September, 2018.

WHEREAS, the Parties to this Agreement wish to extend the term of the Agreement for an additional four years;

BE IT RESOLVED, that the Board of Directors of the Aquatic Science Center hereby authorizes the renewal of the Administrative Services Agreement for an additional four (4) year term from the current expiration date of November, 2018. The new expiration date is June 30, 2022.

APPROVED AND ADOPTED this 28<sup>th</sup> day of September 2018.

The Undersigned, Board Chair, does hereby certify that the foregoing is a full, true and correct copy of a Resolution duly and regularly adopted at the meeting of the Aquatic Science Center on September 28, 2018.

AYE:

NAY:

ABSENT:

ABSTAIN:

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Jim Kelly, Board Chair



**Attachment # 10**

Date: September 24, 2018  
From: Patrick Walsh, Finance Director  
Item: FY19 Q1 ASC Program Plan Update

On the next page is a table summarizing the ASC projects not approved previously, and then another table with the related project descriptions.

**Recommended Action:** Approve FY19 Q1 ASC Program Plan Update



Agency	Proj #	Project Title	Program	Focus Area	Multiplier	Start Date (Anticipated)	Completion (Anticipated)	Total Funding	Total Funding for Labor	Projected FY19 Labor Spending	Direct Client	Funding Source	Principal Investigator(s)	Project Manager
ASC	8617	Delta Science Tracker	EI	Applications Development	2.95	8/20/2018	4/30/2019	\$45,000	\$45,000	\$45,000	Sacramento-San Joaquin Delta Conservancy	State	Cristina Grosso	Cristina Grosso
ASC	8723	2019 State of the Estuary Update report	RL		2.95	9/1/2018	12/31/2019	\$141,500	\$141,500	\$106,000	ABAB/MTC	Local	Letitia Grenier	April Robinson
ASC	8111.19	Inclusion herein of a forthcoming contract with CALTRANS to formalize its participation in the Delta RMP is for purposes of seeking board approval for contracts over \$50K. To facilitate their participation in the Delta RMP, they are issuing ASC a multi-year contract in the amount of \$334,690 with a term expiring October 30, 2022.	CW	Clean Water	2.95	9/1/2018	10/30/2022	\$334,690	\$334,690	\$80,000	CALTRANS	State	Matt Heberger	Matt Heberger

Proj #	Project Title	Project Description
8617	Delta Science Tracker	Develop a detailed plan for engaging stakeholders and compiling metadata use cases (info. about science activities, as defined in the Delta Science Plan, including projects and programs that are not necessarily confined to the legal Delta and Suisun Marsh but correspond to the spatial scales relevant to ecosystem restoration and water supply reliability. Identify and describe key stakeholder groups, such as public agencies dependent on scientific information generated from natural and social sciences disciplines in their decision-making processes, academia, research groups, and other pertinent stakeholders who would benefit from a science tracking system. Design the workshop materials with ability to link to a variety open data platforms to discuss and identify the potential software and system requirements of the Delta Science Tracker. Organize and facilitate up to 2 workshops with various stakeholder groups and develop workshop materials to understand, assess, and document user needs on functional features of an interactive metadata platform. Assimilate user needs for the system design and functionality. Develop a comprehensive synthesis report of user needs, priorities and Delta Science Tracker functions.
8723	2019 State of the Estuary Update report	The San Francisco Estuary Institute (SFEI) will assist the San Francisco Estuary Partnership (SFEP) in completion of a <i>2019 State of the Estuary Update</i> report that will provide a brief update to the <i>2015 State of the Estuary Report</i> , focusing on a subset of estuary-wide indicators and setting up additional new indicators for inclusion in the next full report. SFEI in conversation with the Core Team (SFEP, DSC) will identify which indicators will be included in the 2019 SOTER Update with input from the Advisory Committee, as appropriate. Indicators in this update will focus on estuary-wide issues, and the level of effort required to update or develop indicators will be a large factor in choosing which indicators to include. SFEI will provide Science Leadership, Coordination and Communication, facilitating input and review of indicator development and tracking development of content for the report. SFEI will assist in content development of Indicators, including new indicators and future indicators. SFEI will be responsible for final design and format of the report as well as outreach and communication efforts including: presentation materials, updates to the project website and a handout for the State of the Estuary conference, presentations at venues and communicating with journalists and others as part of outreach.