

**FY Quarter 5 – Joint Meeting of the Boards
Aquatic Science Center and San Francisco Estuary Institute**

**To Be Held
Friday, March 6, 2015
Time: 9:30 am – 1:00 pm**

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

AGENDA

Joint Business

1.	Call to Order 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	Jim Fiedler
2.	Public Comment	Jim Fiedler
3.	Action: Consent Items <i>Attachment 1 – December 12, 2014 Meeting Minutes and Action Items – page 5</i> Desired Outcome: Approval of Consent Items - Vote by ASC Board - Vote by SFEI Board	Jim Fiedler
4	Confirm/Set meeting dates for upcoming year <i>Attachment 2 – Meeting Dates – page 15</i> Desired Outcome: Confirm scheduled future Board Meetings	Jim Fiedler
5	Executive Director Report -Term limits -Board Member turnover -SFEI FY change update SotERC (help) status and update COI Process Budget process Form 990 submitted <i>Attachment 3 – Executive Director Report – page 17</i>	Warner Chabot
6	Program Report Program Updates <i>Attachment 4 – Program Reports memo– page 21</i>	Program Directors

7	Report on Committee Meetings of February 10, 2015 <i>Attachment 5 – Draft Minutes of February 10, 2015 Governance Committee Meeting (Dave Williams) – page 23</i> <i>Attachment 6 – Board member distribution among interest groups to help evaluate “balance.” – page 27</i> Desired Outcome: Receive/ discuss Governance Committee Report, provide direction to staff. <i>Attachment 7 – Draft Minutes of February 10, 2015 Executive Committee Meeting (Jim Fiedler) – page 31</i> <i>Attachment 7a – Cash Reserve/Multiplier Methods – page 33</i> Desired Outcome: Confirm Executive Committee Actions <i>Attachment 8 – Draft updated roster – page 37</i> Desired Outcome: Comment/confirm roster so it can be finalized	Jim Fiedler
8.	Consider Process to Select and Appoint new Board member(s) <i>Attachment 9 – Process to Select and Appoint new Board members– page 39</i> Desired Outcome:	
9.	Board Member Reports	Board Members
10.	Adjourn Joint Business Meeting and Call ASC Meeting to Order	

Aquatic Science Center Business Meeting

ASC 1.	Action: Operations and Program Plan Quarterly Update <i>Attachment 10– FY 2014-15 Program Plan Quarterly Update – page 45</i> Desired Outcome: Approve Program Plan Quarterly Update - Vote by ASC Board	Warner Chabot
ASC 2.	Adjourn ASC Meeting and call SFEI Meeting to Order	

San Francisco Estuary Institute Business Meeting

SFEI 4.	Action: Operations and Program Plan Update <i>Attachment 11 –SFEI Financial Update– page 49</i> <i>Attachment 12 – FY 2014-15 Program Plan Update – page 53</i> -Vote by SFEI Board	Warner Chabot
SFEI 5.	Adjourn SFEI Meeting	

SFEI Future Agenda Items:

Consider Business model options

ASC Future Agenda Items:

Ethics training

Upcoming Board Meetings

June 25, 2015

(Additional meeting dates to be discussed)

Dial-in Information –Host is Joanne Cabling – 1-510-746-7334

Direct Dial: 1-650-479-3208

Access Code: 624 580 490

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**Attachment 1 - DRAFT Minutes of the December 12, 2014
Aquatic Science Center and San Francisco Estuary Institute Boards of Directors
ACTION ITEMS**

Action Item	Who?	When?	Status
1. Develop a staffing plan, refine the scope and cost, and generate a contract for BACWA's consideration for the Nutrient Science Program	Dave Senn and Clean Water SFEI staff	7/11/14	Complete
2. Convene a Governance Committee Meeting	Warner Chabot Staff	Before the Next Board Meeting. Make part of the next Board Meeting Agenda Packet	In progress
3. Update and clarify Board Roster	Staff	Provide at the March 6, 2015 Meeting	
4. Provide Update on the SotER	Staff	ASAP	
		With either Executive Comm. or Governance	

5. Revise/update Form 990 & submit to IRS	Staff	Comm. before the next Board Meeting	
6. Schedule discussion of Multiplier	Staff	Present to Exec. Comm.	

**DRAFT Meeting Minutes of the
Aquatic Science Center and San Francisco Estuary Institute
Boards of Directors**

December 12, 2014

Directors present or participating by telephone:

Director Name	Board Position	Affiliation/ Type	Affiliation	ASC	SFEI
Jim Fiedler	ASC/SFEI Board Chair	Management	Santa Clara Valley Water District	X	X
Dave Williams	ASC Vice Chair	RMP-BACWA	Bay Area Clean Water Agencies	X	X
Barbara Salzman	SFEI Vice Chair	Environmental	Marin Audubon Society	X	X
Pamela Creedon (phone)	ASC/SFEI Secretary	Regulatory-RB5	Central Valley Regional Water Quality Control Board	X	X
Bruce Wolfe		Regulatory/RB2	San Francisco Bay Regional Water Quality Control Board	X	X
Darrin Polhemus	(Alternate of Vickie Whitman)	Regulatory/SWRCB	State Water Resources Control Board	X	
Alan Ramo		Governance	Golden Gate University		X
Prabhakar Somavarapu (phone)		Regulatory	Sacramento Regional County Sanitation District	X	X
Jim Ervin	(Alternate of Laura Pagano)	RMP-BACWA	City of San Jose, Environmental Services	X	
Kirsten Struve	(Alternate of Dave Williams)	RMP-BACWA	City of Palo Alto, Public Works	X	
Tim Vendlinski	SFEI (non-voting) ASC (non-voting)	EPA	Environmental Protection Agency, Pacific Southwest Region (Region 9)	X	X
Dyan Whyte	(Alternate of Bruce Wolfe)	Regulatory – RB2	San Francisco Bay Regional Water Quality Control Board	X	
Mitch Avalon		Management	Contra Costa County Public Works	X	X

Others Present During Portions of the Meeting:

Warner Chabot, Executive Director, SFEI
 Jim Kelly, Senior Advisor, SFEI
 Lawrence Leung, Associate Financial Manager, SFEI
 Tony Hale, Dave Senn, and Robin Grossman, SFEI Program Directors
 Scott Dusterhoff, Senior Scientist, SFEI
 Isaac Kos, Kos-Read

Joint Business Meeting

1. Call to Order, determination of quorum, review and approval of Agenda for Joint Board, and individual SFEI and ASC business. The meeting was called to order at 9:31 AM. Dave Williams moved and Bruce Wolfe seconded the motion to approve the agenda.

2. Public Comment. None.

3. Executive Director Report. Warner Chabot reviewed his written ED Report (Attachment 5). He highlighted staff's visionary work and the systems and tools that are in place. He also referred to the ED Report to highlight new areas and approaches SFEI is pursuing: developing

some basic documents for outreach; focus on immediate opportunities such as RB1 north coast region, sea level rise, strategic partnerships, and the joint effort with the SFEP on the 2015 State of the Estuary Report.

A draft two page summary of SFEI's Programs and Products is was discussed. The Board noted that the document should be sent to BM's not in attendance.

The Board offered the following comments:

- There are too many acronyms in the report
- Exciting report and good summary of the issues SFEI is moving on
- Well-done report!

4. Program Report. Program Updates

Some of the call-in/Webex attendees could not see the visuals. Staff will ensure the system is fully functional for the next meeting.

Resilient Landscapes: Robin Grossinger - RG; Introduced Scott D:

BW: be careful how you use mitigation, B S agreed eg, key tools to develop mitigation measures (replace mitigation)

MW: what are inputs to RipZET KS: consider public infrastructure? Work with it and look at what can be moved (SD)

DW: 2 approaches: incision or increased incision what is equilibrium before implementing a project DW Ref La Ganitias

JF: How have we communicated with RB and with others? WC discussed meeting with RB1. Discussed Russian river, and noted MSJ has been working with Water Districts. Have Phil T. get involved.

BW: Meetings w/Regional Water Board staffs provide opportunities to apply SFEI tools in NC and CA-wide.

BS: They don't know how to pay for these projects? North coast has some \$ and some agencies. Russian river good starting point as there are a lot of players

WC: We are aware of overhead issues, and need for a screening process for new projects to help determine what projects to pursue

DW: Did you look at Season flow restrictions and how that might be a source of \$. Need to look at how they are going to pay for next year.

RG: For Shoreline Flood Infrastructure Mapping and Communication tool – We're working with AECOM.

BW: Are we working with the Army Corp- who believe it's their responsibility?

JF: Is FEMA involved? Working with CEMAR? Ask RG

MA: Will you tie in storm water infrastructure; Focused more on the Bay Area: We have some data sets. DWR provided \$, and getting guidance from DWR re where to start.

BS: Providing info to local jurisdictions? Yes plan started and should be the subject of a other project BAFPTA (bay area flood protection agencies

WC: Proposal to the Coastal Conservancy (coordinated w/BCDC), to develop shoreline sea level rise and bay fill strategies. Proposal will draw on the NYC “post-Sandy” strategy. We’ve asked BCDC what science support they need over the next 5-10 years for their work on SLR, bay fill and shoreline development planning. BW-needs to be aligned with BCDC goals for development

Google- Warner Chabot: SFEI is developing principals and mechanisms to guide Google engagement with urban ecosystem planning. Focus is on the Santa Clara Valley

Green PlanIT – David Senn: Need to re-envision and re-design our urban footprint to address climate change and water resource management issues. What will these management issues look line in 50-100 years (e.g. low efficiency, unnatural hydrology/habitat, high contaminant loads etc)? Need to start thinking now.

KS- Is this being coordinated with (Stanford/Berkeley ReNUWit folks? A: NO, but we want to meet with them.

DWilliams: area pretty nominal? DS-less that 20% of area... is graph cost capital or Live Cycyl

DW: as need for new flood channels, better to reduce runoff? Need to look at the whole system costs. DS we have not shown this yet.

Tim: Do we have an economist? DS: No, but we want one for phase two.

Tim: At some point we should pick a sister city to have some options for work in the valley.

MA: On app side-just talk to FC agencies re: how do make this work.

Darrin: The State Board has some Prop 1 funds. Wants to discuss options and priorities on where those funds should go.

JF: need to show GIS layer re infiltration....

CD3 - Contaminate Data, Display& Download- Tony Hale: - Provides data in an accessible GIS program.

DWilliams: Is the metals data- all data equal? Some not as good as other. A we have meta data and it I; it meets QACA but does not account for..

SFEI Informational Materials – Warner Chabot: Staff presented three draft handout on 1) SFEI, 2) Google Project, and 3) State of the Estuary Conference. Board members provided constructive feedback.

DWILLAIMS: Our Strategic Plan calls forums for policy makers. Periodically good to revisit what SFEI did that lead to policy changes. Would like to see that to connect how this has changed.

WC: This is a goal of mine. PPIC conducts critical policy forums. How can we work with them since we are not currently a policy shop....

Tim-Likes idea of series of reports, like what Dave W says multi disciple group to look at toolbox...have a pilot, and how the tools went from paper to action.

Jim Kelly Appreciation – The Board acknowledged to Jim Kelly, their appreciation for his year of great leadership as the interim Executive Director of SFEI and ASC.

Jim Fiedler left the meeting at 11:15 am, and Dave Williams stepped in to chair the meeting.

5. Action: Consent Items: Minutes: The September 12 and October 10 meeting minutes and action Items were considered by the Boards. For ASC, Kristin Struve moved and Bruce Wolfe seconded; the ASC *Board unanimously approved the September 12 minutes (October 10 was SFEI, meeting only).*

For SFEI, Barbara Salzman moved and Alan Ramo seconded; the SFEI *Board unanimously approved the September 12 minutes and October 10 Minutes).*

Dave Williams asked about the status of convening a Governance and Executive Committee meeting. Warner will coordinate with Board consultant Leyna Bernstein, to schedule the meetings.

6. Report on Appointment of Warner Chabot and SFEI Executive Director/Executive Director Transition. Covered in Executive Director's Report, except Warner Chabot noted he planned to have Jim Kelly to continue providing transition services through February 2015.

7. Report on Executive Committee/Audit Committee Meeting of November 18, 2014. The Boards received the report. *Bruce Wolfe moved for the Board to receive the report and confirm the Committee's actions. Mitch Avalon seconded. The Boards unanimously approved the motion.*

8. Board Member Reports. Item 8 was taken out of order after Item 4., and was chaired by Jim Fiedler before he left the meeting. Jim Fiedler announced that Board Member Phil Stevens had resigned. The matter of recommending his replacement will be referred to the Governance Committee. Barbara stated that Phil was one of the Environmental representatives on the Board, and that it would be appropriate to replace him with an Environmental representative. Dave Williams observed that the Board can have up to 21 members, and that perhaps the Governance Committee could consider increasing the number of Board Members as well.

Bruce Wolfe stated that he had discussed with RB1 Executive Officer Michael St. John about both Michael and RB1 being more involved in SFEI.

There was a general discussion about the need to update and clarify the Board Member roster, including:

- EPA's role
- Adding columns to make it clear what each Board Member is eligible to vote on what e.g. ASC Board Alternates are not SFEI Board Members, so they cannot vote on SFEI matters, and on some rosters, Bruce Wolfe is noted as a non-voting SFEI Board Member, even though the new bylaws only call out the EPA as a non-voting member
- In general make the roster clear.

9. Adjourn Joint Business Meeting and Call ASC Meeting to Order

ASC Business Meeting

ASC 1. Operations and Program Plan Quarterly Update. Warner Chabot directed the ASC Board's attention to Attachment 6 to the agenda, which is a summary of the new ASC projects that require Board approval for the Executive Director to sign the contract associated with the projects. The projects, and approvals are presented below:

1. **Reference Beach Sampling Project Phase II:** Abstain: Darrin Polhemus
2. **Water Resources and Aquatic Ecosystem Protection MOU**
3. **Delta RMP:** Abstain: Pamela Creedon and Prabhakar Somavarapu
4. **State of the Estuary Report:** Abstain: Darrin Polhemus

Darrin Polhemus commented that the State of the Estuary Report funding source should change from "State Revolving Fund" to "State Water Resources Control Board".

It was suggested that an update on the State of the Estuary Report should be provided at a future board meeting.

After a discussion, the Mitch Avalon moved and Bruce Wolfe seconded the motion to approve the Program Plan Quarterly Plan Update, which authorizes the ED to sign the contracts associated with these projects, and to approve the standard multiplier SFEI charges on ASC agreements. With the abstentions noted above, *the Board unanimously approved the motion.*

ASC 2. Report on Audit Committee Meeting: Accept ASC FY 2013-14 Audit. Warner Chabot directed the ASC Board's attention to Attachment 7 and 8 to the agenda, the ASC audit position paper and the ASC Audit for the Board's consideration. After a discussion, Bruce Wolfe moved and Darrin Polhemus seconded the ASC Board to receive the FY 2013-14 audit. *The Board unanimously approved the motion.*

ASC 3. Extend Administrative Services Agreement with SFEI. Warner Chabot directed the Board's attention to Attachment 9, the proposed ***Resolution No. ASC 02-14/SFEI 04-14, a four-year extension of Administrative Services Agreement with SFEI.*** After a brief discussion, Barbara Salzman moved and Mitch Avalon seconded adopting the resolution extending the agreement for SFEI to provide administrative services to ASC. *The Board unanimously approved the motion.*

ASC 4. Adjourn ASC Meeting and call SFEI Meeting to Order. Dave Williams, Vice-Chair of the ASC Board, passed chairing the meeting to Barbara Salzman, Vice-Chair of the SFEI Board.

SFEI Business Meeting

SFEI 1. Report on Audit Committee Meeting: Accept SFEI FY 2014 Stub Year Audit: Warner Chabot directed the SFEI Board's attention to Attachments 10 and 11 to the agenda, the SFEI audit position paper and the SFEI Audit for the Board's consideration. After a discussion, Mitch

Avalon moved and Alan Ramo seconded the SFEI Board to receive the FY 2014 Stub year audit. *The Board unanimously approved the motion.*

SFEI 2. Accept FY 2014 Form 990 For SFEI. Warner Chabot directed the SFEI Board's attention to Attachments 12 and 13 to the agenda, the SFEI position paper to receive IRS Form 990 and the SFEI's IRS Form 990 for the Board's consideration. After a discussion, which noted that the names of the Board Members on Form 990 needed to be revised to remove ASC alternate Board Members, Mitch Avalon moved and Dave Williams seconded the SFEI Board to receive the FY 2014 IRS Form 990. *The Board unanimously approved the motion.* Once the corrections to Form 990 are made, it will be submitted to the IRS.

SFEI 3. Update Change SFEI Fiscal Year from Calendar Year to July 1 – June 30 Fiscal Year/Approve Budget Extension. Warner Chabot directed the SFEI Board's attention to Attachments 14 and 15 to the agenda, the SFEI Fiscal Year Change Update and the associated Budget Year Extension Position Paper and Proposed Multiplier. After a discussion, which included Warner Chabot pointing out we would be starting on the budget soon, Bruce Wolfe moved and Dave Williams seconded approval of the Budget extension and the multiplier. The Board unanimously approved the motion. The Board requested Staff to prepare the multiplier methodology for the Executive and/or Governance Committee to review; the Committee will provide a report in the next Board meeting. In response to an observation in Attachment 14 regarding if SFEI should be included on the register of charitable trusts made in the update, Barbara Salzman opined SFEI should stay on the register, and the other Board members concurred; accordingly, staff will take no further action on this matter.

SFEI 4. Operations and Program Plan Quarterly Update. Warner Chabot directed the SFEI Board's attention to Attachment 16 to the agenda, the Operations Report, and Attachment 17 to the agenda, which is a summary of the new SFEI projects that require Board approval for the Executive Director to sign the contract associated with the projects. After a discussion, Dave Williams moved and Mitch Avalon seconded the motion to accept the Operations report and approve the program plan update.

SFEI 5. Extend Administrative Services Agreement with ASC. Warner Chabot directed the Board's attention to Attachment 9, the proposed **Resolution No. ASC 02-14/SFEI 04-14, a four-year extension of Administrative Services Agreement with ASC.** Alan Ramo moved and Bruce Wolfe seconded adopting the resolution extending the agreement for SFEI to provide administrative services to ASC. *The Board unanimously approved the motion.*

SFEI 6. Meeting adjourned 1:36 pm

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Attachment 2**To: SFEI-ASC Board****From: Warner Chabot****RE: Proposed 2015 Board and Subcommittee Meeting Dates****Proposed Meeting Dates for 2015 SFEI-ASC Board meetings:**

Governance Comm.	Exec. Comm	Full Board
		March 6
May 21*	May 21*	
		June 25
		Sept. 11
		Dec. 11

* Subject to Doogle poll approval by Committee members.

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Attachment 3**To: SFEI –ASC Board****From: Warner Chabot****RE: Executive Director's Report**

The SFEI Team has made considerable progress on multiple important issue areas since the December Board meeting. These include the following:

- **Letitia Grenier** - Letitia Grenier has rejoined SFEI. She has immediately assumed major leadership on two major projects:
 - **2015 Baylands Ecosystem Habitat Goals** – Letitia is authoring and editing the 2015 update of the landmark 1999 SF Baylands Ecosystem Habitat Goals. This document will set 100 year goals the SF Bay region is targeted for a May or June release.
 - **State of the Estuary Report** – She is also authoring a major portion of the 2015 State of the Estuary Report and is editing and managing the entire project. This report will be released prior to the Sept 17-18 State of the Estuary Conference.
- **State of the Estuary Conference** – SFEI is working closely with the SF Estuary Partnership steering committee on the planning for the Sept conference. SFEI's Letitia Grenier will present the State of the Estuary Report and Robin Grossinger will present on new directions and innovations on resilient planning to address climate change.
- **BCDC 50th Anniversary Celebration** – BCDC will precede the "State of the Estuary (SOE) Conference" with a 50th Anniversary Celebration on Sept 16th. SFEI is in discussion with BCDC on a public forum that will complement rather than compete the SOE Conference
- **Regional Monitoring Program** – The RMP Steering Committee has approved SFEI's comprehensive work program. This includes a detailed 2015 Workplan and a 2015 edition of the Multi-Year Plan covering 2016-2020.
- **Shoreline Planning** – BCDC has asked SFEI to convene and conduct a workshop with Bay Area local officials to begin to characterize and evaluate shoreline types as a basis for region-wide planning for Sea Level Rise.
- **Green Infrastructure Planning** – The U.S. EPA has expressed great enthusiasm for SFEI's leadership on green infrastructure planning with our work on GreenPlan-IT. They've approved a \$500k grant to extend the GreenPlan-IT application to four additional Bay Area communities.
- **Removing Toxics Chemicals from San Francisco Bay** - SFEI secured major media coverage on our the success efforts of the RMP program to identify (and help to ultimately remove), toxic flame retardants from the bay. A scientific journal article authored by **Rebecca Sutton** was the topic of a major front page story in SF chronicle and a story in Science Magazine.

- **GOOGLE –**
 - **Resilient Silicon Valley** – SFEI is now working with local and international advisory committees to develop a resilience framework that can guide ecological resilience planning. This project includes an SFEI website to present the concepts and stories to the public at: resilientstv.sfei.org The New York Times and Wired Magazine have both expressed interest in a story on this project. SFEI and Google will present this project at a national green planning conference in April.
 - **Campus Master Plan** – SFEI’s Resilient Landscapes team has continued to provide ecological advice to an international team of architects, engineers and landscape architects that are developing a master plan for Google’s world headquarters in Mountain View.



- **SFEI Website** - The SFEI Communications Team is in the final stages of a major upgrade of our website. This will be rolled out in the next 30 days.

Administrative Issues

- **Financials** – SFEI finished the 2014 calendar year with largest surplus ever. While we still need greater efforts to increase our cash reserves, the hard work of the staff has us moving in the right direction.
- **State & Federal Overhead Rates** – SFEI project managers and financial staff are working with State Board staff to clarify different standards on allowable rates for various projects. We are seeking some greater consistency to reduce the considerable amount of time that must be taken to negotiate and renegotiate contracts. Getting a single, consistent set of policies would be very helpful to SFEI's ability to continue to work on projects funded through the state water board.
- **Procedures for Consultants and Service Providers** – RMP staff is currently developing procedures to working with consultants and service providers. BACWA's procedures will be reviewed as a model. SFEI staff will consider a similar review to develop procedures to apply to all SFEI-ASC projects.

New Initiatives

- **North Coast Regional Water Board** – SFEI is conducting discussions with Senior staff at the North Coast Regional Water Board and Sonoma County Water Agency to define areas where SFEI can provide essential science on issues including a Russian River Regional Monitoring Program and various watershed and climate change planning issues.
- **SPUR** – SFEI is in discussions with SPUR to identify areas that combine SPUR's Bay Area region urban planning and convening capabilities with SFEI's science and GIS-based science tools for resilient landscape planning.

Project Summaries - SFEI's staff will provide brief summaries of 4-5 major SFEI Initiatives at the March 6th Board meeting.

- **IMPORTANT & TIME URGENT: Form 700 Conflict of Interest Reports** - We've only received one copy of the a FORM 700 form. Please go to <http://www.fppc.ca.gov/index.php?id=500/>

Print a copy, fill it out and return the form to us by March 16th. We want to receive them by the middle of March in order to:

- Have one on file (which is required),
- Provide a full set to the FPPC

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To: SFEI/ASC Board
From: Warner Chabot
Re: Staff Project Presentations

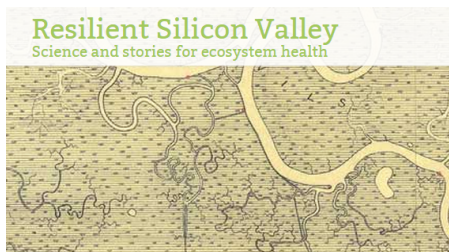
I've asked staff to be prepared to make brief, 10 minute updates on several current important SFEI projects. The objective is to update the board and to share SFEI's science and aquatic program leadership among many constituencies. We also want to provide the opportunity for comments and advice from SFEI-ASC Board members.

Topics



SFEI Website Update

Shira Bezalel



Resilient Silicon Valley

Erin Beller - April Robinson



Flood Control 2.0

Scott Dusterhoff



Shoreline Planning

A) East Bay Discharger Authority, B) BCDC
 Typologies

Carolyn Doehring



Bayland Goals Report

April Robinson

The actual number of presentations will be determined by the available time.

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MINUTES AND ACTION ITEMS
Resulting from the
Governance Committee Conference Call
February 10, 2015

In Attendance:

Jim Fiedler, ASC/SFEI Chair
Dave Williams, ASC/SFEI Vice Chair
Barbara Salzman, SFEI Vice Chair
Alan Ramo
Pamela Creedon , SFEI Secretary

Absent:

Staff:

Warner Chabot
Joanne Cabling

Consultant

Leyna Bernstein

Status Updated 2/13/15

Action Items	Who	When	Status
<ul style="list-style-type: none"> In addition to the minutes from the Governance Committee meeting, a memo will be prepared for the March Board meeting to: <ul style="list-style-type: none"> Incorporate the Governance Committee memo defining the Purpose, Composition & Activities for each of the Board Committees Add bullets for 'suggested' first year work priorities for each committee Update committee membership roster Urge Board members to volunteer for committee membership & leadership Illustrate Board member distribution among interest groups to help evaluate "balance." 	Warner C. & Leyna B.	Before March 6 Board meeting	In Progress
<ul style="list-style-type: none"> The full Board's March Agenda will include a general 	The Board	March-June 2015	In Progress

discussion the above topics. The Board will be asked to provide direction to the committees who will meet again between the March and June Board meetings			
<ul style="list-style-type: none"> A doodle poll will be sent out to determine alternative possible dates for a late March or April Governance Committee meeting, a May Executive Committee and June full Board meeting. 	Joanne C.	Late February	In Progress
<ul style="list-style-type: none"> Prepare a draft orientation packet for new Board members. 	Warner C. & Leyna B.	TBD	In Progress
<ul style="list-style-type: none"> An email will be distributed to Board Members asking to update contact info and verify Board Information 	Joanne C.	Before March 6	In Progress
<ul style="list-style-type: none"> Existing DRAFT Board Roster will be enlarged and submitted to Board members for their review, further corrections and approval at the March Board meeting. 	Joanne C.	Before March 6	In Progress
<ul style="list-style-type: none"> Review and discuss term limits policy at the next Governance Committee meeting 	Warner C & Leyna B	Next Gov. Comm. meeting	In Progress

Next Governance Committee Meeting

TBD

(Regular meeting conducted via conference call. Notice of Meeting given via e-mail.)

The meeting was called to order at 8:03 AM.

1. Review Action Items and Minutes: Jim Fiedler motioned to approve the April 24, 2014 action items and summary, Dave Williams seconded, and the summary was unanimously approved.
2. Discussion of Committee Charter: Leyna stated the existing Committee description were accurate and did not require more text other than suggested work plan for each committee. The plan might simply be in bullet form. Also, with the exception of the Governance and Executive Committee, Non-board members can be on a committee. Non-members can be past board members, SFEI-ASC staff, or a person

of expertise in a given field. Full board meetings will continue to have a standing agenda item on reporting from committees and include updates to the progression of the committee's work plan.

3. Review, Consider Board and Committee Roster: Committee members agreed that the Gov. Committee would also constitute the nominating committee. Warner expressed his intent to coordinate with the Governance Committee to compile and present a list of candidates to the Committee for their discussion and consultation. The Committee agreed that the timeline for nominations should be:
 - March 6th - Nominations solicited from all Board members
 - Between March and June Board meetings – Governance Committee to vet candidates and recommend a list to the full board
 - June Board Meeting – Board votes on a list of proposed candidates.
 - Between June and September – New Board members attend their first Committee meetings.
 - September – New Board members attend their first full Board meeting.
4. Current Term Limit Requirements: Warner led the discussion of committee members regarding the status of term limits. He requested that the Governance Committee review the term limits policy adopted at the September Board meeting re: continuing terms for another 6 years, from the point of adoption of the 2013 Bylaws. Board consultant Leyna Bernstein suggested that the Committee should establish clear term limit policies to prevent any appearance that individual board members do not wield undue influence on the Board. Dave Williams requested that Warner and Leyna bring some options to the next Governance Committee meeting (to be scheduled soon after the March Board meeting).

The meeting was adjourned at 9:05 am.

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Attachment 6

To: SFEI and ASC Board Members

From: Warner Chabot

RE: Background and Recommendation on SFEI and ASC Board Membership and Balance

Background: This memo supports a March Board discussion of Board “balance” to help advise the Governance Committee to evaluate new board candidates. Specific language from the SFEI and ASC bylaws is provided on pages 2 & 3 of this memo. Here is my summary of key bylaw direction:

Number of Members: The minimum number of required SFEI and ASC board members is 11. Not including alternates, the current ASC board has 11 members and the SFEI Board has 13.

Representation: Both Boards require a representative from the state, San Francisco and Central Valley Water Boards. Both require three representatives from Bay Area clean water agencies.

The SFEI Board bylaws also require two representatives from:

- Groups financially participating in the RMP
- [Environmental] Groups with demonstrated commitment to protection of the Estuary
- The Scientific Research Committee

The existing Board Composition (see below) meets these requirement.

Balance Requirements - The SFEI bylaws require a “*balance of environmental, business/user groups, regulatory, management and science interests.*” The ASC bylaws require: “...*a balanced stakeholder representation of user groups, environmental protection advocates, scientists and regulators.*”

The chart below is color coded to reflect the categories require by the SFEI and ASC bylaws. The bylaws don’t define “user groups” or “regulators of the public trust”. For the balance requirement, it can be argued that some board members fill multiple roles. However, staff suggests that the current board composition is “light” in specific representatives of science and environmental groups.

Recommendation: New board member nominations should focus on science and environmental candidates to achieve the “balance” requirements of both the SFEI and ASC bylaws.

First Name	Last Name	Representation	RMP Funder	SFEI Brd	ASC Brd	Affiliation
Bruce	Wolfe	Regulatory - RB2; Ex-officio		Yes	Y	SFBRWQCB
Vicky	Whitney	Regulatory - SWRCB; Ex-Officio		Yes	Y	SWRCB
Pamela	Creedon	Regulatory- RB5; Ex-officio		Yes	Y	CVRWQCB
Dave	Williams	RMP- BACWA		Yes	Y	BACWA
Laura	Pagano	RMP -BACWA	\$\$	Yes	Y	SFPUC, Wastewater Enterprise
Prabhaker	Somavarapu	BACWA/ Management		Yes	Y	Sacramento Region Co. Sanitation District, Sac Area Sewer District
Jim	Fiedler	Management	\$\$	Yes	Y	Santa Clara Valley Water District
Dave	Tucker	Management		Yes	Y	City of San Jose - Retired
Mitch	Avalon	Management	\$\$	Yes	Y	Contra Costa Co. Public Works
John	Callaway	Science		Yes	Y	University of San Francisco
Adam	Olivieri	RMP, Science		Yes	no	EOA, Inc.
Barbara	Salzman	Environmental		Yes	Y	Marin Audubon Society
Alan	Ramo	Environmental		Yes	no	Golden Gate University

BYLAW EXCERPTS

From ASC Bylaws

6.3 Number and Qualification of Directors and Alternates

(a) Appointment of Directors and Alternate Directors by a Member Entity

Each Signatory shall appoint three of its members, employees, or other representatives as Directors and, for each directorship, shall appoint up to two alternate Directors, any or all of whom may be elected officials. Of the three Directors representing the Signatory SWRCB, one Director shall be designated by the State Water Resources Control Board, one Director shall be designated by the San Francisco Bay Regional Water Quality Control Board, and one Director shall be designated by the Central Valley Regional Water Quality Control Board. If two alternate Directors are appointed by any Signatory, the alternate Directors shall be designated as a first and second alternate. The designation of Directors and alternate Directors shall be made in writing to the Executive Director. A Member Entity that is not a Signatory shall appoint one of its members, employees, or other representatives as a Director any or all of whom may be elected officials.

(b) Number and Qualification of Directors.

The Board of Directors shall consist of at least eleven (11), but no more than twenty-one (21) Directors, unless changed by amendment to these Bylaws. The exact number of Directors shall be fixed, within those limits, by a resolution adopted by a two-thirds (2/3) vote of the Board of Directors. In appointing Directors to include representatives of additional non-Signatory Member Entities, or individual Members, the Board shall ensure that the new Members and their representative Directors shall contribute to a balanced stakeholder representation of user groups, environmental protection advocates, scientists and regulators of public trust resources. Directors of San Francisco Estuary Institute ("SFEI") may, but are not required to serve as Directors of the Aquatic Science Center. Such Directors shall be appointed in accordance with these Bylaws.

From SFEI Bylaws

5.3 Number and Qualification of Directors

The Board of Directors shall consist of at least eleven (11), but no more than twenty-one (21) Directors, unless changed by amendment to these bylaws. The exact number of Directors shall be fixed, within those limits, by a resolution adopted by the Board of Directors.

The Board of Directors shall be composed of persons with demonstrated interest or expertise related to the goals and objectives of this corporation. In appointing Directors, the Board shall ensure that a balance of interests in use and protection of the Estuary is maintained on the Board, and that expertise in science and management is present. Further, the Board shall include a balance of environmental, business and user groups so that regulatory, management and scientific interests are represented. In selecting new Directors, or in replacing Directors whose terms have expired, the Board shall solicit nominations from a wide variety of governmental, nongovernmental and private organizations that have an interest in the use, conservation, or management of the resources of the Estuary.

The **voting positions** on the Board of Directors shall be allocated as follows:

- a) At a minimum, the Board shall include, at all times, two or more Directors who represent organizations that participate financially in the Regional Monitoring Program for Water Quality, two or more Directors with a demonstrated commitment to protection of the Estuary, and two or more Directors representing the scientific research community. The positions described in this section 5.3(a) may be filled by designated Directors under section 5.3(b) or by at-large Directors, provided that the qualifications for a position set forth in 5.3(a) are met by the applicable Director.
- b) The Board shall include six designated Directors who serve as the voting members of the Governing Board of Directors of the Aquatic Science Center, which consist of: one Director designated by the State Water Resources Control Board, one Director designated by the San Francisco Bay Regional Water Quality Control Board, one Director designated by the Central Valley Regional Water Quality Control Board, and three Directors designated by the Bay Area Clean Water Agencies.
- c) Positions on the Board of Directors not filled by designated Directors under section 5.3(b) shall be at-large positions, consistent with the broad principle of balanced stakeholder representation.

In addition to voting members, the Board may include non-voting Advisors or liaisons who serve *ex officio* on behalf of federal, state, or local agencies involved in regulation, planning, management or research related to the waters, wetlands, watersheds or other resources of the San Francisco Estuary area. These individuals shall receive official notice of all meetings and have standing to present their views on all matters before the Board, and may serve on standing or *ad hoc* committees, but shall not vote, and shall not be considered “directors” as defined in section 5047 of the Corporations Code. For clarity, unless otherwise specified, all references to “Directors” in these bylaws shall mean “Directors” as defined in section 5047 of the Corporations Code, and shall be voting members of the Board as specified in section 5211(c) of the Corporations Code.

Nothing in this section shall prevent an employee of a public agency from serving as a voting Director in his or her capacity as a private individual based upon personal interest, if the rules of such person’s employing agency allow it and service as a Director is consistent with the corporation’s conflict of interest policies.

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Attachment 7
MINUTES AND ACTION ITEMS
Resulting from the
Executive Committee Conference Call
February 10, 2015

In Attendance:

Jim Fiedler, ASC/SFEI Chair
Dave Williams, ASC/SFEI Vice Chair
Barbara Salzman, SFEI Vice Chair
Dave Tucker, Treasurer

Absent:

Pamela Creedon , SFEI Secretary

Staff:

Warner Chabot
Joanne Cabling
Lawrence Leung

No Action Items

Next Executive Committee Meeting
TBD

(Regular meeting conducted via conference call. Notice of Meeting given via e-mail.)

The meeting was called to order at 9:17 AM.

1. Minutes approved: Dave Williams motioned to approve the November 18, 2014 action items and summary, Barbara Salzman seconded, and the summary was unanimously approved.
2. Progress Report & Supplement payment to Executive Recruiter: Warner updated the committee on the recent happenings of SFEI-ASC. This included Letitia Grenier coming in as Program Manager, updates to State of Estuary (SOE) conference in September, RMP media outreach on toxic flame retardants, a new website and surplus numbers and Google partnership.

Jim Fiedler led discussion concerning a report from the SFEI Executive Director Search Committee regarding the additional expenses that the executive recruiter had incurred beyond the contract amount. Following discussion the Executive Committee unanimously approved paying the consultant for the additional costs incurred which total \$4,015.69.

Lawrence Leung noted that the 2014 budget surplus included the executive recruiter invoices. Dave Tucker motioned to direct payment direct payment, seconded by Barbara Salzman, and passed.

3. December Financials: Lawrence Leung presented the December financials to the Committee showing the highest end-of-year cash reserves in recent SFEI history. Warner Chabot noted that strict overhead limits on state and federal grants restrict SFEI's ability to build up a significant cash reserve.
4. Cash Reserve and Multiplier Methodology: Memo was presented and explained by Lawrence Leung. Staff has established the goal of creating a \$1.8 million cash reserve (3-4 months). The Committee discussed and confirmed the approach and suggested no changes.
5. March Board Agenda: The Committee approved the March 6, 2015 Board Agenda with minor changes.
6. Conflict of Interest: Warner Chabot explained the staff goal to provide Conflict of Interest Form 700's to all ASC Board members and to collect the responses to forward to the IRS. This will ensure that a complete copy of the Form 700's remain at SFEI.

The meeting was adjourned at 9:47 am.

Attachment 7a

Date: February 3, 2015
 Item: Cash Reserve Goal & Multiplier Methodology
 From: Lawrence Leung, Associate Finance Director
 Action: Accept operating cash reserve goal and multiplier methodology

Discussion: On the December 12th, 2014 SFEI/ASC Board meeting, the Board requested Staff to prepare a document describing its multiplier methodology for the Executive and/or Governance Committee(s). The Committee(s) is(are) to provide a report in the upcoming March 6th Board meeting. The billing multiplier is closely linked to surplus/deficits, which in turn are linked to the cash reserve, so both the operating cash reserve goal and multiplier methodology will be discussed.

Operating Cash Reserve Goal: “An operating reserve is an unrestricted fund balance set aside to stabilize a nonprofit's finances by providing a “rainy day savings account” for unexpected cash flow shortages, expense or losses. These might be caused by delayed payments, unexpected building repairs, or economic conditions. A commonly used [operating] reserve goal is 3-6 months' expenses. At the high end, reserves should not exceed the amount of two years' budget. At the low end, reserves should be enough to cover at least one full payroll.”¹ A cash reserve will help mitigate natural disasters and budget impasses. For example, the State bond freeze of late 2008 quickly drained \$902K of SFEI's cash reserve from November 2008 to February 2009. Management quickly responded and made cuts to most controllable overhead (e.g., conferences, supplies, etc.), but controllables only make up ~4-5% of expenses. SFEI's costs are largely fixed; salaries, benefits, and rent alone make up 89% of expenses².

For SFEI, the high end is approximately \$10.8MM (\$4.4MM salary & benefits + \$0.9MM overhead per year for two years). Obviously, tying up funds to this degree is not warranted, desired, nor achievable. The low end is approximately \$186K (\$4.4MM / 24 payroll periods in a year). This amount is also not a desirable cash reserve goal, but can be the SFEI's lower bounds limit when drastic cuts need to be made immediately; however, in 2008-2009, SFEI's cash reserves dwindled \$468K in 4 months. **Staff proposes a 4 months cash reserve goal which equates to \$1.8MM** [(\$4.4MM labor + 0.9MM OH) / 12 * 4]. SFEI never formally established an operating cash reserve goal, but internally strived for 3-4 months. The November 19th, 2013 Board packet for the 2014 year included a “tentative reserve target” of \$1.2MM.

¹ <http://grantspace.org/tools/knowledge-base/Nonprofit-Management/Sustainability/operating-reserves>

² Passthrough/billable expenses are excluded in this discussion

SFEI's operating cash reserve through the end of November 2014 is \$650K³, which is \$1.15MM short of the 4 months cash reserve goal. In order for SFEI to catch up to the cash reserve goal, revenue must exceed expenses in a specified timeframe. **Staff proposes a four year period to catch up to the goal.** SFEI would need to maintain a \$288K surplus each ending fiscal year starting 2016 thru 2019 (i.e., June 30, 2016 thru June 30, 2019). This figure is subject to change slightly depending on SFEI's actual cash reserve on June 30, 2015.

For reference, here are the audited end-of-year surplus/deficit⁴ and operating cash reserve in the past 5 years:

Year	Surplus/(Deficit)	Operating Cash Reserve
2009	(\$178K)	\$256K
2010	\$79K	\$96K
2011	(\$311K)	\$10K
2012	\$113K	\$360K
2013	\$272K	\$98K
2014 Stub ⁵	\$178K	\$251K
Total	\$154K	(\$5K) ← Difference between 1/1/09-6/30/14

Multiplier: SFEI uses different multipliers in its contracts. The multiplier is a multiple of an employee's actual hourly rate charged towards a project. If an employee makes \$100,000/year, then her pay rate is \$100,000 / 2080 hours = \$48.08/hr. If the multiplier on the project she charges to is 2.95, then the billing rate is 2.95 * \$48.08/hr = \$141.83/hr.

The current multiplier mix in funding as of the end of November, which includes contracts in negotiations (not yet signed), are:

Type	Multiplier	Labor Balance	%	Reserve Impact
Standard	2.95	\$7,529,386	70%	+\$1,020K
Federal	2.55	\$2,419,507	22%	\$0
State bonds	1.89-2.49	\$664,481	6%	-\$106K
Misc	2.69-2.85	\$169,303	2%	+\$13K
Total	1.89-2.95	\$10,782,677		+\$927K

³ Actual cash on hand is \$2.12MM, but includes \$1.04MM of prepaid funds (e.g., Google and BACWA nutrients), \$191K of accrued vacation, \$135K of accounts payable due to contractors (contractually stipulated not to pay until we receive payment from clients), \$86K of deferred payroll, and \$11K of lease payable. This figure **does not include RMP funds** since these are tracked separately in a separate bank account.

⁴ Note that surplus/deficits do not directly tie in to the operating cash reserve. The correlation is high, however, if clients don't pay in a timely manner, then a high surplus month/year will not necessary lead to a high cash account since the amount sits in accounts receivables.

⁵ Stub year period 1/1/14-6/30/14

Labor balance includes signed agreements (\$8.5MM) and contracts in negotiations (\$2.2MM) that are multi-year. This includes the 2015 RMP \$2.3MM labor balance, but does not include 2016 RMP.

Reserve impact are for multi-year signed agreements and contracts in negotiations. If a new contract suddenly comes in that was previously unaccounted for, and the multiplier for this contract is above our break-even multiplier (currently 2.55), then the contract will contribute into a higher reserve in the future as work is incurred. Alternatively, if the contract is a State bond contract and lower than the break-even multiplier, then the reserve will decrease in the future as work is incurred.

The 2.95 standard multiplier was presented to the Executive Committee (previously named Fiscal and Admin Committee) in July-August 2012, and also to the full Board in the September 13, 2012 meeting. This multiplier is the preferred multiplier and is used on most agreements that do not have restrictions on billing (overhead) methodologies and include the following sources of funding: State general funds, local, private, nonprofit, and the RMP. The 2.95 multiplier includes salary, benefits, indirect labor, indirect expenses and a contingency that includes the rainy day fund.

Originating⁶ Federal funds require the use of Federally negotiated indirect cost rates for non-profits. These rates are “negotiated” each year with the Feds once the yearly audit is completed. The rate is a break-even to slightly less than break-even rate (excludes marketing, advertising, fundraising, and bad debt costs) and ranged from 2.81 in 2011, 2.69 in 2012, 2.58 in 2013, and 2.53 in the 2014 stub year.

State bonds do not allow “indirect costs” to be charged. SFEI indirect costs include indirect labor, rent, depreciation (>\$5K purchases depreciated over several years), audits, legal fees, office supplies, etc. Some State contract managers allow a variation of these indirect costs as direct costs. Rather than including the indirect costs as bundled rates in the labor multiplier, SFEI bills for direct labor and benefits and “operating expenses”. These operating expenses include a variation of the indirect costs above, and are made “direct”. **Indirect labor is not fully recovered** via this method, which includes administration hours, proposal writing hours from senior managers, and other general hours that aren’t billable (e.g., allstaff meetings, yearly staff reviews, etc.). As a result, the effective multiplier of State bond agreements can be quite low, and range anywhere from 1.89 to 2.49.

Miscellaneous awards include those that have negotiated rates, but are relatively minor.

With 28% of SFEI’s agreements at break-even or losses, a higher multiplier is needed to build an operating cash reserve to ensure viability of SFEI. The 2.95 multiplier allows SFEI to pursue State bond projects and projects originating from Federal funds. SFEI is able to engage in

⁶ These include funds directly from Federal agencies as well as through State, local, and other entities (e.g., EPA→ABAG→SFEI/ASC)

collaborative projects, such as with SFEP, which makes SFEI a much more diverse and robust regional entity that feeds vital information into the region wide policy making process.

Recommended Action: Accept operating cash reserve goal and multiplier methodology

First Name	Last Name	Representation	SFEI Board	ASC Board	Board Position/Title	E-mail	Direct	Cell	Committee Member	Affiliation	Position/Job Title	Assistant Name and Phone	Fax	Mailing Address	City	Zip
Bruce	Wolfe	Regulatory - RB2; Ex-offico	Yes	Yes	ASC (voting)	bruce.wolfe@waterboards.ca.gov	510-622-2314	510-325-8080		SFBRWQCB	Executive Officer	Angela Tsao 510-622-2399	510-622-2460	1515 Clay Street, #1400	Oakland	94612
Dyan	Whyte	Regulatory - RB2; Ex-Offico, First Alternate for RB2	No	Yes, if Bruce is absent	RB2 First Alternate	dyan.whyte@waterboards.ca.gov	510-622-2441	510-926-2870		SFBRWQCB	Assistant Executive Officer			1515 Clay St., Suite 1400	Oakland	94612
Tom	Mumley	Regulatory - RB2; Ex-Offico, Second Alternate for RB2	No	Yes, if Bruce and Dyan are absent	RB2 Second Alternate	tom.mumley@waterboards.ca.gov	510-622-2395			SFBRWQCB	Assistant Executive Officer					
Vicky	Whitney	Regulatory - SWRCB; Ex-Offico	Yes	Yes	Member	vicky.whitney@waterboards.ca.gov	916-341-5423	916-947-0189		SWRCB	Deputy Director, Division of Water Quality	Rachael Tadlock 916-341-5568	916-341-5463	P.O. Box 100,	Sacramento	95814
Darrin	Polhemus	SWRCB; Ex offico-alternate for SQWRCB	No	Yes, if Vicky is absent	Alternate	darrin.polhemus@waterboards.ca.gov	916-341-5458			SWRCB	Deputy Director, Division of Water Quality					
Pamela	Creedon	Regulatory- RB5; Ex-offico	Yes	Yes	SFEI Secretary	pamela.creedon@waterboards.ca.gov	916-464-4638		Executive Governance	CVRWQCB	Executive Officer	Kiran Lanfranchi-Rizzardi (916) 464-4839				
Adam	Laputz	Regulatory - RB2; Ex-offico, Alternate for RB5	No	Yes if RB5 Representative if absent	Assistant Executive Officer	Adam.laputz@waterboards.ca.gov	916-464-4726			RB5						
Tim	Vendlinski	Regulatory - USEPA; Ex-Offico;			SFEI (non-voting) ASC (non-voting)	vendlinski.tim@epa.gov	415-972-3472	510-366-4669		EPA Pacific Southwest Region	Sr. Policy Advisor, Water Division			Office of the Director (WTR-1) 75 Hawthorne Street	San Francisco	94105
Luisa	Valiela	Regulatory - USEPA; Ex-Offico; Alternate for EPA	No	Yes, if Tim is absent	Alternate (non-voting)	valiela.luisa@epa.gov	415-972-3400			US EPA	Environmental Protection Specialist					
Dave	Williams	RMP- BACWA	Yes	Yes	ASC Vice Chair	dwilliams@bacwa.org	925-765-9616	925-765-9616	Executive Governance	BACWA	Executive Director		925-943-6271	PO Box 24055, MS-702 ⑧	Oakland	94623
Kirsten	Struve	RMP - BACWA	No	Yes, if Dave is absent	Alternate	kirsten.struve@cityofpaloalto.org	650-329-2421	650-799-0064		City of Palo Alto	Environmental Program Manager			250 Hamilton Ave.	Palo Alto	94301
Laura	Pagano	RMP-BACWA	Yes	Yes		lpagano@sfwater.org	415-554-3109	510-388-4936		SFPUC, Wastewater Enterprise	Regulatory Program Manager			525 Golden Gate Avenue, 11th Floor	San Francisco	94102
Jim	Ervin		No	Yes, if Laura is absent	Alternate	james.ervin@sanjoseca.gov	408-945-5124 (plant)			City of San Jose, Environmental Services	WPCP Compliance Manager			700 Los Esteros Road	San Jose	95134
Prabhaker	Somavarapu	Management	Yes	Yes		prabhakerp@sacsewer.com	916-875-9101			Sacramento Regional County Sanitation District, Sac Area Sewer District	District Engineer			10060 Goethe Road	Sacramento	95827
Terrie	Mitchell		No	Yes, if Sac Regional Rep is absent	Alternate	mitchellt@sacsewer.com	916 876-6092			Sacramento Regional County Sanitation District, Sac Area Sewer District	WPCP Compliance Manager			700 Los Esteros Road	San Jose	95134
Jim	Fiedler	Management	Yes	Yes	Chair	jfiedler@valleywater.org	408-630-2736	925-683-9701	Executive Governance	Santa Clara Valley Water District	Chief Operating Officer		408-267-7442	5750 Almaden Expressway	San Jose	95118
Barbara	Salzman	Environmental	Yes	Yes	SFEI Vice-Chair	bsalzman@att.net	415-924-6057	415-927-6057	Executive Governance	Marin Audubon Society	Project Manager		415-927-3533	48 Ardmore Road	Larkspur	94939
Dave	Tucker	Management	Yes		SFEI Treasurer	dwt58@verizon.net	408-795-1865	408-691-9996	Executive Audit	City of San Jose - Retired			408-795-1881	200 East Santa Clara Street, T4	San Jose	95113
Mitch	Avalon	Management	Yes	Yes		maval@pw.cccounty.us	925-313-2203			Contra Costa County Flood Control District	Consultant	925-313-2204	925-313-2333	255 Glacier Drive	Martinez	94553
John	Callaway	Science	Yes	Yes		callaway@usfca.edu	415-422-5702	510-684-0559		University of San Francisco	Professor		415-422-6387	2130 Fulton Street	San Francisco	94117
Adam	Olivieri	RMP, Science	Yes	No		awo@eoainc.com	510-832-2852	510-484-6770		EOA, Inc.	Principal Engineer		510.832.2856	1410 Jackson Street	Oakland	94612
Alan	Ramo	Environmental	Yes	No		aramo@ggu.edu	415-442-6654 (through June 30, 2015)	510-682-5764	Governance	Golden Gate University	Professor (Emeritus as of July 1, 2015)		415-442-6609 (after July 1, 510-654-2276)	536 Mission Street (after July 1, 2015, 2811 Woolsey Street Berkeley, CA 94705)	San Francisco	94105
Bill	Damian				Committee Only	bill.damian@waterboards.ca.gov	916-341-5144		Audit	SWRCB	Assistant Deputy Director, Division of Administrative Services					

BACKGROUND COLOR KEY: Green= SFEI/ASC Director Blue= SFEI Director Tan= Alternates Orange= Committee member only

Attachment 8 - SFEI/ASC Roster

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Attachment 9**To: SFEI/ASC Board****From: Warner Chabot****RE: Consider Process to Select and Appoint New Board Member(s)**

BACKGROUND: Phil Stevens resigned from the SFEI Board last year. He was noted as an Environmental Representative on the SFEI Board; Phil's resignation leaves the SFEI Board with 13 members. The ASC Board currently has 11 members, the minimum required by the ASC Bylaws (The SFEI Bylaws also requires 11 members; up to 21 are allowed by both). It was suggested at the December 12, 2014 Board meeting by the Board that it would appropriate for SFEI and ASC to consider filling the vacated Board position, and to consider if additional members should be recruited.

The number and qualifications for Board members is set forth in the bylaws that were presented in a previous memo (Attachment #4 "Board Balance").

PROCESS NEW BOARD MEMBERS

At the February Governance Committee meeting, the members agreed that the Gov. Committee would also constitute the nominating committee. Warner expressed his intent to coordinate with the Governance Committee to compile and present a list of candidates to the Committee for their discussion and consultation (between the March and June Board meeting).

TIMETABLE- The Committee agreed that the timeline for nominations should be:

- **March 6th** - Nominations solicited from all Board members
- **Between March and June Board meetings** – Governance Committee to vet candidates and recommend a list to the full board
- **June Board Meeting** – Board votes on a list of proposed candidates.
- **Between June and September** – New Board members attend their first Committee meetings.
- **September** – New Board members attend their first full Board meeting.

DISCUSSION

At this March meeting, Board members are encouraged to discuss:

- Their thoughts on qualifications and categories of desired board members,
- Suggestions of possible candidates,
- How to coordinate with the Governance Committee to ensure a proper outreach and vetting process.

BACKGROUND ON BOARD COMMITTEES

Board committees are accountable to the full board, and are designed to enable the board to carry out its duties and strategic objectives. New (AND CURRENT) Board members are asked to serve on these committees. The Governance Committee agreed to:

- 1) Keep the following committees for the SFEI Board
- 2) Encourage members to volunteer for selected committees
- 3) Review First Year work priorities for each Committee

Committees:

- 1) **Executive**
- 2) **Governance**
- 3) **Resource Development**
- 4) **Programs**
- 5) **Audit**

Executive Committee

PURPOSE

To oversee the operations of the board, act on behalf of the full board on matters that require action between board meetings, and ensure that the full board is carrying out its fiduciary responsibility to effectively oversee the financial affairs of SFEI/ASC.

COMPOSITION

The members of the Executive Committee are Directors who are officers of the Corporation -- Chair, Vice Chairs, Secretary and Treasurer. *An ASC Joint Powers Authority Signatory must serve on the Executive Committee; if none of the Officers are JPA Signatories, then the members of the Executive Committee shall appoint a JPA Signatory as an additional member of the Committee.* Any number of additional directors may be appointed by the Board.

PRIMARY ACTIVITIES

The Executive Committee assures that the Board and staff's progress on implementation of the strategic plan and reviews and approves the agendas for full Board meetings.

The committee monitors the financial condition of SFEI/ASC with reference to the budget, including the fiscal aspects of contracts and grants, sets investment policies, and reviews major or extraordinary expenditures. The committee provides guidance on facilities and human resource issues on an as-needed basis. The committee oversees the annual evaluation process for the Executive Director

Governance Committee

PURPOSE

To ensure that SFEI/ASC has an effective, well-functioning, motivated Board that attracts Directors who can best advance the mission of San Francisco Estuary Institute and the Aquatic Science Center.

The Governance Committee's primary functions are to assess the needs and performance and structure of the Board and its committees, to recruit and propose individuals to serve as Directors and officers and committee members, to evaluate current and prospective Directors, and to provide orientation and training for Directors to maximize the Board's effectiveness.

PRIMARY ACTIVITIES

The Governance Committee ensures that a balance of interests in use and protection of the Estuary is maintained within the board's membership, and that the board the expertise in science and management is sufficient to carry out its legal and fiduciary responsibilities.

The Governance Committee develops and implements an annual board recruitment plan, solicits nominations and reviews credentials prior to recommending new members to the Board. The Governance Committee ensures that newly elected board members are welcomed and receive proper board orientation.

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

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

Resource Development Committee

PURPOSE

To advance SFEI/ASC's funding and communications strategies in support of increasing diversity of income streams and greater organizational visibility.

COMPOSITION

The Resource Development Committee is Chaired by a member of the Board, and may be composed of both Board Members and Non-Members.

PRIMARY ACTIVITIES

The Resource Development Committee works with the Executive Director and members of the staff to develop annual and longer-term resource development plans designed to provide adequate funding for SFEI/ASC's core activities and strategic initiatives.

The committee oversees and ensures the effectiveness of board member-driven fundraising and earned income-focused activities resulting from SFEI/ASC resource development plans.

The Resource Development Committee works with staff to identify ways that board members can serve as ambassadors for SFEI/ASC, in order to raise the organization's profile and to build new and stronger relationships, both within and outside government.

Programs Committee

PURPOSE

To ensure that the board is appropriately providing oversight on the appropriateness, validity, and objectivity of the technical work accomplished by SFEI/ASC staff members.

PRIMARY ACTIVITIES

The Programs Committee develops the methods by which the Board of Directors receives the advice, analysis, and guidance necessary to carry out its fiduciary responsibility in ensuring the scientific integrity of the work of SFEI/ASC.

The Programs Committee advises the board on the types of advice and review needed, and helps develop the metrics and oversight activities that best ensure that SFEI/ASC reports, studies and products reflect objective, unbiased science. (This may include surveys and other ways of seeking outside opinions about how SFEI/ASC is viewed by its stakeholders and clients.

The Programs Committee oversees the identification, recruitment and engagement of individual external science advisors, as well as *ad hoc* advisory committees, as necessary, to provide the full board with appropriate, periodic outside assessment of the scientific methods and science products produced by SFEI staff.

The Programs Committee specifies both the format and the recipient of the requested scientific advice or review. In some cases the requested report will be submitted to the Board for its deliberation and action; in other cases the report will be submitted to the Executive Director. In all cases, advisory or review reports will be prepared and submitted in writing.

COMPOSITION

The Programs Committee is Chaired by a member of the Board, and may be composed of both Board Members and Non-Members.

AUDIT COMMITTEE

PURPOSE

To serve as a financial oversight body independent from staff, to recommend to the board the retention and termination of the outside auditor, and oversee the work of the outside auditor in order to satisfy the committee members that the financial affairs of SFEI/ASC are in order.

COMPOSITION

The Audit Committee shall be comprised of the Treasurer and two (2) or more individuals not serving on the Board of Directors. The Audit Committee cannot be chaired by the Chair of the Executive Committee, and members of the Executive Committee must constitute less than half the Audit Committee's membership.

PRIMARY ACTIVITIES

The Audit Committee retains and terminates the auditor, and negotiates the auditor's compensation on behalf of the Board.

The Audit Committee confers with the auditor, and reviews and approves the annual audit. The committee also approves the performance of any non-audit services provided to SFEI/ASC by the auditor's firm.

The Audit Committee periodically reviews the auditor's performance, recommending either renewal or replacement.

The Committee meets with the auditor in an executive session, without management present, at least once per year, in order to discuss SFEI/ASC's internal controls, and the fullness and accuracy of the organization's financial statements.

The committee reports to the board at least annually and provides the board with the annual external audit report.

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ASC Program Plan Update

From: Lawrence Leung

Subject: ASC Program Plan Update

Discussion:

The ASC Program Plan reflects the projects that need to be approved by the Board at this meeting, either because they are less than \$50,000 and have been signed by the Executive Director or are more than \$50,000 and require Board approval for the Executive Director to sign the contract associated with the project.

Desired Action: Approve ASC Program Plan Update

New ASC Projects

#	PROJECT TITLE	PROGRAM/ FOCUS AREA	MULTIPLIER	ANTICIPATED START DATE	ANTICIPATED COMPLETION	TOTAL FUNDING	FUNDING FOR LABOR	ANTICIPATED FY 2015 LABOR SPENDING	STATUS	DIRECT CLIENT	FUNDING SOURCE	PRINCIPAL INVESTIGATOR(S)	PROJECT MANAGER	COLLABORATOR(S)
1	Surface Water Ambient Monitoring Program (SWAMP)	Clean Water/ Bioaccumulation	2.5	10/1/15	9/30/16	\$595,000	\$518,000	\$0	In Negotiations	SWRCB	EPA	Jay Davis	Jennifer Hunt	California Department of Fish and Wildlife
2	Southern California Wetlands Recovery Project Technical Assistance	Resilient Landscapes/ Historical Ecology	2.5	7/1/15	6/30/17	\$225,000	\$225,000	\$0	Proposal	State Coastal Conservancy	EPA	Robin Grossinger	Ruth Askevold	SCCWRP
3	Baylands Ecosystem Habitat Goals Update (BEHGU)	Resilient Landscapes/ Landscape Ecology	2.95	1/15/15	5/15/15	\$25,000	\$24,500	\$24,500	Signed	State Coastal Conservancy	State Coastal Conservancy	Robin Grossinger	Letitia Grenier	
4	Shoreline Typologies & Sea Level Rise	Resilient Landscapes/ Historical Ecology	2.95	2/1/15	5/31/15	\$20,000	\$20,000	\$20,000	In Negotiations	BCDC	BCDC	Robin Grossinger	Julie Beagle	

1. Surface Water Ambient Monitoring Program (SWAMP)

Project Description

SFEI will implement strategies for coordinated monitoring, assessment, and communication of information on bioaccumulation of contaminants, with a primary focus on contaminant levels in fish tissue. SFEI shall oversee planning and implementation of annual bioaccumulation monitoring efforts. SFEI shall coordinate the Bioaccumulation Oversight Group (BOG), a group of technical experts and stakeholders in the field of bioaccumulation and safe fish consumption. SFEI will also develop and implement a protocol for remote sensing of harmful algal blooms.

Work Products

- QAPP and sampling and analysis plan
- Develop infrastructure and protocols to work with geospatial satellite images in alignment with NOAA training
- Database construction for storage of bloom observation information and related laboratory data (cyanotoxin concentrations and cyanobacteria species)
- Data visualization and distribution website tool

2. Southern California Wetlands Recovery Project Technical Assistance

Project Description

Provide technical assistance to the State Coastal Conservancy and Southern California Wetlands Recovery Project Science Advisory Panel to support the WRP Regional Strategy Update.

Work Products

- Summary of past/present regional ecological functions
- Maps and analysis for SAP

- Summary of prevailing physical drivers and trajectories by coastal system
- Written documents, matrices, maps and visualization tools as identified by SAP.
- Regular communications with CM
- 6-7 presentations to SAP and/or WMG
- BOG presentation
- Science conference presentation

3. Baylands Ecosystem Habitat Goals Update (BEHGU)

Project Description

Provide technical guidance, editing, and final map production services for the Baylands Ecosystem Habitat Goals Update, and interagency report detailing the likely effects of climate change on San Francisco Bay wetlands as well as potential adaptation responses.

Work Products

- Complete text edits to report per outstanding issue log/summary to be jointly maintained by ASC and the Conservancy during the term of the agreement
- Electronic correspondence advising on science-related graphic design, layout or production issues
- Final map figures in 2 digital formats appropriate for 1) high resolution printing for the final hard copy report, and 2) web presentation of the report
- Print copies of draft or final project materials

4. Shoreline Typologies & Sea Level Rise

Project Description

Create proposed high-level shoreline typologies or planning units based on geomorphic and ecological setting and land use to help planners, scientists, and managers assess in a technical workshop what types of adaptation strategies may be most successful and where. This workshop supports the Policies for a Rising

Bay Project because it lays the groundwork for selecting adaptation strategies to further evaluate as case studies.

Work Products

- Short (4-6 page) memo including: 1) brief summary of methods, 2) table of typologies with brief descriptions and general locations for each shoreline type. BCDC will review a draft of the memo and provide comments. ASC will finalize the memo.
 - Assistance with workshop invite list, presentation of typologies at workshop, preparation for and participation in workshop for key SFEI-ASC staff.
-

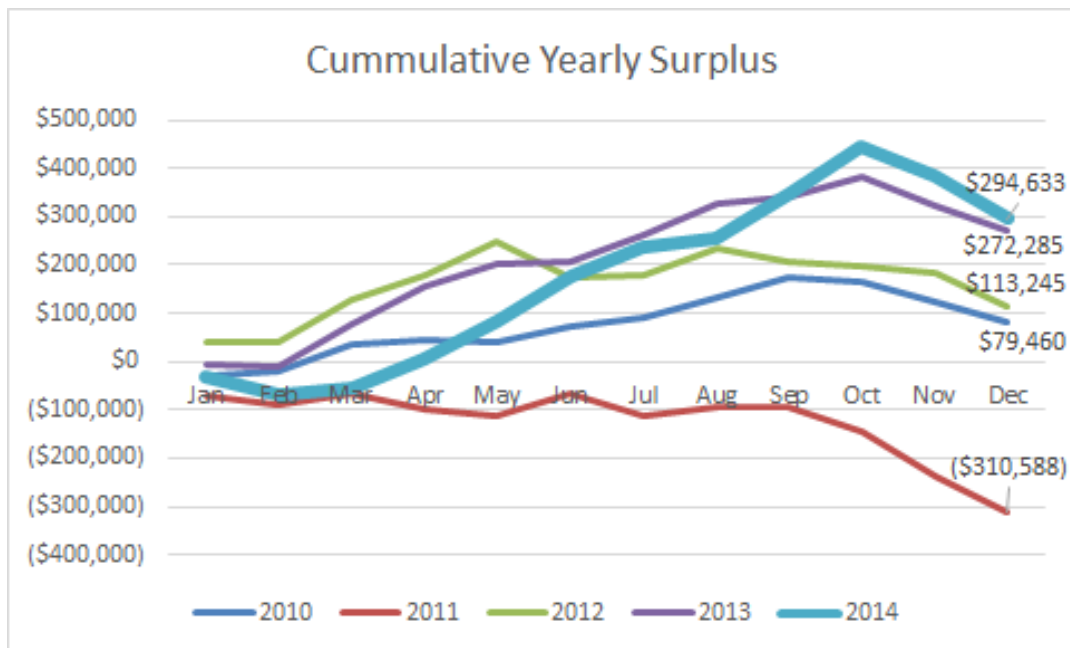
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Attachment 11

Date: February 9, 2015
 Item: December Financials
 From: Warner Chabot, Executive Director & Lawrence Leung, Associate Finance Director
 Action: Review financials

Surplus/Deficit: Since the last October reporting period to the Executive Committee and the full Board, the surplus has decreased \$149K (-\$58K Nov & -\$91K Dec), missing the end-of-year \$353K anticipated surplus by \$58K; this is primarily due to refunding funds to the Association of Bay Area Governments (ABAG) in the amount of \$32K due to the 2012 audit finding of using our standard multiplier rather than the approved Federal rate. The rest of the deficit was anticipated as November and December are historically large deficit months due to less productive work hours from the holidays.

Overall, SFEI ended the year with a sizable surplus, and is the highest amount in its history. Mid-year cuts to overhead expenses, such as delaying conference and training costs (which has since restarted), meticulous financial planning by management, and management focus on directing staff to work on billable projects has paid off. Although the original 2014 budget approved by the Board in November 2013 had a budgeted \$470K surplus, staff soon found this figure unachievable primarily due to two main factors: 1. Revising down billing multipliers for Federally sourced agreements and 2. Staff turnover and medical leave of highly billable staff. During Q1, staff budgeted a break-even year. By late Q1 and into Q2, staff focused efforts on billable projects, attaining a \$513K surplus between March and October. Below is a graph depicting SFEI's cumulative yearly surplus between 2010 and 2014.



In the next meeting, staff will provide a more refined 6 month surplus figure for the first half of 2015. Staff and project mix changes have likely changed the original \$95K projected surplus approved by the Board in its December 12th, 2014 meeting.

Recommended Action: Review financials

Table 1: Dashboard – Financial and Operational Effectiveness

					Actuals																		
Ln	Metric (\$000)	Definition	Mthly Trend	2014 Budget (Board)	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Status	Dec Target	Dec	YTD Avg				
A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T				
Income																							
1A	Monthly billed labor revenue	Revenue generated by SFEI staff based on contracted projects.	↓	\$550	\$406	\$419	\$467	\$497	\$532	\$535	\$472	\$444	\$535	\$542	\$396	●	\$406	\$394	\$470				
1B	YTD Cumulative Labor Revenue	Cumulative based on Line 1A. Can be used to determine if revenue shortfalls are chronic or transient.		\$6,595	\$406	\$824	\$1,291	\$1,788	\$2,320	\$2,855	\$3,326	\$3,770	\$4,305	\$4,846	\$5,242		\$5,648	\$5,636					
1C	YTD Budgeted Labor Revenue	Expected revenue based on approved Dec 2012 budget. \$464k flat amount per month. Amount to be compared to 1B.			\$525	\$1,051	\$1,576	\$2,198	\$2,748	\$3,297	\$3,847	\$4,397	\$4,946	\$5,496	\$6,045		\$6,595	\$6,595					
1D	YTD Act. / Budgeted Labor Revenue	Rough estimate of our performance to budget. If 100% we are precisely on budget. This is another way to determine if shortfalls are chronic or transient.			77.2%	78.5%	81.9%	81.3%	84.4%	86.6%	86.5%	85.8%	87.0%	88.2%	86.7%		85.6%	85.5%	84.1%				
2	Unrestricted Cash on Hand (Short-Term)	Cash on hand minus unearned income & restricted cash (i.e., prepaid funds tied to project work), and lease payable. Excludes the RMP.	↓	\$1,103	\$542	\$327	\$621	\$662	\$599	\$1,031	\$873	\$663	\$856	\$1,114	\$1,022	●	\$1,118	\$952	\$772				
3	Unrestricted Cash on Hand (Long-Term)	Ln 2 minus lease payable, accounts payable (A/P), accrued vacation, and deferred payroll. Note that the majority of A/P are tied to receivables (e.g., subs). Excludes the RMP.	↓	\$595	\$30	(\$181)	\$103	(\$35)	(\$60)	\$251	\$328	\$215	\$377	\$475	\$609	●	\$705	\$548	\$222				
4	Potential Audit Liabilities			(\$425)	\$215K for post-contract date work, \$26K for 2012 questioned cost to use Federal IDC on all originating Federal funds, additional \$243K for additional liability outside of 2012 audit period, minus \$32K refund to ABAG.																		
5	YTD surplus/(deficit)	Cumulative surplus (deficit) based on Line 5	↓	\$470	(\$32)	(\$69)	(\$53)	\$3	\$82	\$178	\$236	\$254	\$348	\$444	\$386	●	\$341	\$295	\$173				
6	Monthly surplus/(deficit)		↓	\$39	(\$32)	(\$38)	\$17	\$56	\$79	\$95	\$58	\$18	\$93	\$96	(\$58)	●	(\$45)	(\$91)	\$25				
7	Hours Billed Monthly	Hours billed by all employees on payroll. Starting in July, target will be adjusted to remove all non-benefitted staff - interns or staff associated with fiscal agency projects.	↓	64,510 5,376mth	4,447	4,433	4,829	5,032	5,065	5,101	4,822	4,496	5,384	5,501	4,351	●	4,177	4,200	4,805				
8	Billable Ratio	Aggregate ratio of actual hours billed to actual work hours for all staff. Vacation, sick, and leave time not included. Starting in July, target will be adjusted to remove all non-benefitted staff.	↓	70.8%	65.2%	70.7%	69.2%	71.2%	75.2%	74.6%	71.9%	74.4%	80.2%	73.7%	73.1%	●	69.8%	70.1%	72.5%				

					Actuals																	
Ln	Metric (\$000)	Definition	Mthly Trend	2014 Budget (Board)	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Status	Dec Target	Dec	YTD Avg			
A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T			
Expenses																						
9	Total labor and overhead	Payroll plus overhead. Fluctuates based on key payments (HSA, insurance). Labor expenses typically stay quite flat except for the annual increase due to the review process.	↓	\$6,132 \$511/mth	\$445	\$464	\$462	\$441	\$478	\$444	\$425	\$426	\$436	\$456	\$459	●	\$451	\$479	\$451			
10	Overhead	Fixed and controllable overhead expenses. Varies as insurance payments, controllables, etc. fluctuate.	↑	\$1,165 \$97mth	\$82	\$81	\$78	\$76	\$71	\$70	\$69	\$82	\$71	\$82	\$80	●	\$80	\$74	\$76			
11	Controllables	Variable overhead costs (e.g., consultants, office & field supplies and equipment, IT expenses, training, travel, professional development, conference, and membership). Traditionally, SFEI has kept controllable expenses well in hand and in line with budget.	↓	\$336 \$28mth	\$15	\$17	\$14	\$17	\$16	\$16	\$20	\$24	\$14	\$30	\$12	●	\$12	\$19	\$18			
Project Pipeline																						
12A	Contracts Awarded Labor (YTD)	Cumulative new contracts based on Line 12B. Yearly fundraising goal of \$4.474M (SFEI labor) to cover non-RMP revenue needs		\$4,474	\$346	\$382	\$529	\$934	\$938	\$1,133	\$1,760	\$1,972	\$3,364	\$3,600	\$3,600	●	\$3,860	\$3,860				
12B	Contracts Awarded Labor (Month)	New contracts signed	↑	\$373	\$346	\$36	\$148	\$404	\$4	\$195	\$627	\$212	\$1,393	\$236	\$0	●	\$260	\$260	\$322			
12C	Individual Amount and Project Name	List of major contracts signed			\$254 DeltaTk \$40 CW4CB \$22 Ortho \$20 S.D. Lag	\$25 S.D. Lagoons	\$112 L2 Tool Dev \$35 Grassland	\$132 KBMP \$55 Climate \$49 Grassland \$42 DeltaAnim \$35 Delta Hg	\$4 Web Map	\$112 Laguna \$54 CW4CB \$25 SBSP \$4 Boom	\$230 DRMP \$145 DeltaNu \$135 BOG \$55 Lahonta	\$212 SCVWD EMAF Pajaro and Lower Peninsula	\$611 DepreWL \$600 Nutrients \$117 Google \$41 HE DEM \$24 CoastalWS	\$158 Flowpht \$60 CW4CB \$10 DeltaDat \$8 Nutrient	NONE	\$260 DEDUCE						

Table 2: Budget versus Actuals

2014 Budget versus Actual			
	Board Approved Budget (11/19/13)	Actuals thru December	Difference Over/ (Under) (E-D)
REVENUE			
1 Labor Revenue	\$6,594,800	\$5,635,918	(\$958,882)
2 Other Direct Cost Rev	\$2,157,138	\$2,891,311	\$734,173
3 Other Revenue	\$33,975	\$63,067	\$29,092
4 Total Revenue	\$8,785,913	\$8,590,295	(\$195,618)
EXPENSE			
5 Labor Expense	\$4,891,930	\$4,480,198	(\$411,732)
6 Other Direct Cost Exp	\$2,157,138	\$2,895,087	\$737,949
7 Admin Expense	\$1,065,266	\$849,591	(\$215,675)
8 IT Expense	\$99,675	\$70,787	(\$28,888)
9 Capital Improvement Fu	\$5,000	\$0	(\$5,000)
10 Internally Funded Project	\$70,000	\$0	(\$70,000)
11 Total Expenses	\$8,289,009	\$8,295,662	\$6,653
12 Surplus/(Deficit)	\$496,904	\$294,633	(\$202,271)



SFEI Program Plan Update

From: Lawrence Leung

Subject: SFEI Program Plan Update

Discussion:

The SFEI Program Plan reflects the projects that need to be approved by the Board at this meeting, either because they are less than \$50,000 and have been signed by the Executive Director or are more than \$50,000 and require Board approval for the Executive Director to sign the contract associated with the project.

Desired Action: Approve SFEI Program Plan Update

New SFEI Projects

#	PROJECT TITLE	PROGRAM/ FOCUS AREA	MULTIPLIER	ANTICIPATED START DATE	ANTICIPATED COMPLETION	TOTAL FUNDING	FUNDING FOR LABOR	ANTICIPATED FY 2015 LABOR SPENDING	STATUS	DIRECT CLIENT	FUNDING SOURCE	PRINCIPAL INVESTIGATOR(S)	PROJECT MANAGER	COLLABORATOR(S)
1	Google Campus Restoration Advice	Resilient Landscapes/Historical Ecology	2.95	11/24/14	5/1/15	\$45,000	\$45,000	\$45,000	Signed	Google	Google	Robin Grossinger	Erin Beller	
2	On-Call Assistance for Historical Environmental Documents	Resilient Landscapes/Historical Ecology	2.95	12/1/14	12/31/16	\$10,000	\$10,000	\$10,000	Signed	Contra Costa County	Contra Costa County	Robin Grossinger	Ruth Askevold	
3	Exploratorium Content Development	Resilient Landscapes/Historical Ecology	2.95	3/1/15	12/31/15	\$20,000	\$20,000	\$20,000	In Negotiations	Exploratorium	Exploratorium	Robin Grossinger	Ruth Askevold	
4	Green Plan Bay Area	Clean Water/Environmental Informatics	2.5	6/1/15	6/1/18	\$617,000	\$577,000	\$5,000	In Negotiations	ABAG/SFEP	EPA	Lester McKee	Jennifer Hunt	BASMAA, various cities

1. Google Campus Restoration Advice

Project Description

Advise Google Master Plan team on ecological science and restoration opportunities.

Work Products

- Summary memorandum (1-2 pages) describing the potential landscape-scale ecology concepts
 - Map and slides for visioning workshop at Google Ecology Club meeting
-

2. On-Call Assistance for Historical Environmental Documents

Project Description

Provide on-call assistance on historical ecology related to conservation and restoration project design. Look at specific sites within Eastern Contra Costa County for additional information about historical channel morphology and species information.

Work Products

- Summary memorandum
-

3. Exploratorium Content Development

Project Description

Collaborate with the Exploratorium and provide assistance on various Bay-related projects (could include developing a “Native Languages of the Bay” map; completion of a cross-section project from the Exploratorium to Fort Mason; and advising on smaller projects such as change over time, historical panoramas, and participating in speaker series at the museum).

Work Products

- Map of Native Languages of the Bay
-

4. Green Plan Bay Area

Project Description

Further development of the GreenPlan-IT toolkit to add features. Work with 3-4 municipalities to implement the toolkit in select watersheds. Design and develop a LID tracker tool to identify where LID features are implemented in the Bay Area.

Work Products

- Meet with stakeholders to discuss their toolkit needs and identify priority items for inclusion
 - Begin adding new features, if required
-