



San Francisco Bay Restoration Authority

MEASURE AA 2017 PROPOSAL SOLICITATION

**Grants Funded by the San Francisco Bay Clean Water,
Pollution Prevention and Habitat Restoration Measure**

Applications due November 15, 2017

DRAFT

May 23, 2017

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I. Introduction

a. The San Francisco Bay Restoration Authority and the Restoration Act

The San Francisco Bay Restoration Authority (“Authority”) is a regional government agency with a Governing Board made up of local elected officials appointed by the Association of Bay Area Governments (ABAG). Its purpose is to raise and allocate resources for the restoration, enhancement, protection, and enjoyment of wetland and wildlife habitat in the San Francisco Bay and along its shoreline. The Authority was created by the California legislature in 2008 with the enactment of AB 2954 (Lieber), the San Francisco Bay Restoration Authority Act (“Restoration Act”).

b. Measure AA: The San Francisco Bay Clean Water, Pollution Prevention and Habitat Restoration Measure

After the Authority’s Governing Board placed Measure AA: San Francisco Bay Clean Water, Pollution Prevention and Habitat Restoration Measure (“Measure AA”) on the June 7, 2016 ballot, residents of the nine-county Bay Area voted with a 70% majority to pass it. This measure is a \$12 parcel tax, which will raise approximately \$25 million annually, or \$500 million over twenty years, to fund shoreline projects that will protect and restore San Francisco Bay.

Measure AA proceeds will fund shoreline projects that protect and restore San Francisco Bay by: reducing trash, pollution and harmful toxins; improving water quality; restoring habitat for fish, birds, and wildlife; protecting communities from floods; and increasing shoreline public access and recreational areas. Proceeds will be disbursed via competitive grants, as outlined in these guidelines.

II. Eligibility and Required Criteria

To be eligible for Measure AA funds, applicants must meet the eligibility criteria below for grantees, project locations, and projects. Eligibility and required criteria are based on the Restoration Act and Measure AA as outlined below.

a. Eligible Grantees

Eligible grantees are federal, state, and local agencies; tribal governments; nonprofit organizations; and owners or operators of shoreline parcels in the San Francisco Bay Area, excluding the Delta primary zone.

b. Eligible Project Locations

To be eligible, projects must be located within the nine Bay Area counties (Sonoma, Marin, Napa, Solano, Alameda, Contra Costa, San Mateo, Santa Clara, or City and County of San Francisco), along the shorelines of San Francisco Bay, San Pablo Bay, Carquinez Strait, Suisun Bay, and most of the Northern Contra Costa County Shoreline to the edge of, but not including, the Delta Primary Zone, that are in areas consistent with guidance provided in the *Baylands Ecosystem Habitat Goals Science Update (2015)* and *Subtidal Habitat Goals Report (2010)*, including:

- In subtidal areas (lying below mean low tide), within a reasonable distance of the shoreline;
- In baylands, i.e., areas that lie between the maximum and minimum elevations of the tides over multiyear cycles, including those areas that would be covered by the tides in the absence of levees or other unnatural structures, including the portion of creeks or rivers located below the head of tide; or
- On uplands adjacent to potential or actual tidal wetlands that can provide transitional habitat and/or marsh migration space, as well as areas that are needed to enhance the project's resilience to projected sea level rise.

For a map of the Delta Primary Zone, see Appendix C.

c. Eligible Project Phases

Eligible project phases include planning, design, environmental studies, permitting, construction, monitoring and evaluation, operation, and scientific studies as part of the project to guide adaptive management, and maintenance.

d. Eligible Project Activities

To be eligible for Measure AA funds, prospective projects must first align with one of the three project types listed below (habitat project, flood management project, or public access project, as defined below); and must also align with one of the eligible activities in the following four program areas: Safe, Clean Water and Pollution Prevention Program; Vital Fish, Bird and Wildlife Habitat Program; Integrated Flood Protection Program; and/or Shoreline Public Access Program.

1. Habitat Project

A habitat project will restore, protect, or enhance tidal wetlands, management ponds, or natural habitats on the shoreline in the San Francisco Bay area, excluding the Delta Primary Zone.¹ “Natural habitats” are considered those habitats that are consistent with existing guidance on baylands, riparian, and subtidal habitats, including those that have been modified by human activity, but still provide tangible wildlife support and/or ecological value.²

2. Flood Management Project

A flood management project will build or enhance shoreline levees or other flood management features that are part of a project to restore, enhance, or protect tidal wetlands, managed ponds, or natural habitats identified under Habitat Project (as defined in #1 above).

Flood management projects will be considered part of a habitat project if the habitat project is in the planning stages, underway, or partially complete. Generally, flood management projects will be considered part of habitat projects if they are included in the plan, environmental documents, and/or permits for the particular habitat restoration project with which they are associated.

¹ A Delta Primary Zone map can be found in Appendix C.

² A list of relevant local or regional plans regarding habitat types can be found in Appendix B.

3. Public Access Project

A public access project will provide or improve public access or recreational amenities that are part of a project to restore, enhance, or protect tidal wetlands, managed ponds, or natural habitats identified in Habitat Project (as defined in #1 above). Public access projects will be considered part of a habitat project if the habitat project is in the planning stages, underway, or partially complete.

Generally, public access projects will be considered part of habitat projects if they are included in the plan, environmental documents, and/or permits for the particular habitat restoration project with which they are associated.

Secondly, in addition to aligning with one of the three project types listed above, a project must also align with one of the eligible activities in the following four program areas:

1. Safe, Clean Water and Pollution Prevention Program

Purpose: to remove pollution, trash and harmful toxins from the Bay in order to provide clean water for fish, birds, wildlife and people. Eligible activities:

- a. Improve water quality by reducing pollution and engaging in restoration activities, protecting public health and making fish and wildlife healthier.
- b. Reduce pollution levels through shoreline cleanup and trash removal from the Bay.
- c. Restore wetlands that provide natural filters and remove pollution from the Bay's water.
- d. Clean and enhance creek outlets where they flow into the Bay.

2. Vital Fish, Bird and Wildlife Habitat Program

Purpose: to significantly improve wildlife habitat that will support and increase vital populations of fish, birds, and other wildlife in and around the Bay. Eligible activities:

- a. Enhance the San Francisco Bay National Wildlife Refuge, shoreline parks and open space preserves, and other protected lands in and around the Bay, providing expanded and improved habitat for fish, birds and mammals.
- b. Protect and restore wetlands and other Bay and shoreline habitats to benefit wildlife, including shorebirds, waterfowl and fish.
- c. Provide for stewardship, maintenance and monitoring of habitat restoration projects in and around the Bay, to ensure their ongoing benefits to wildlife and people.

3. Integrated Flood Protection Program

Purpose: to use natural habitats to protect communities along the Bay's shoreline from the risks of severe coastal flooding caused by storms and high water levels. Eligible activities:

- a. Provide nature-based flood protection through wetland and habitat restoration along the Bay's edge and at creek outlets that flow to the Bay.
- b. Build and/or improve flood protection levees that are a necessary part of wetland restoration activities, to protect existing shoreline communities, agriculture, and infrastructure.

4. Shoreline Public Access Program

Purpose: to enhance the quality of life of Bay Area residents, including those with disabilities, through safer and improved public access, as part of and compatible with wildlife habitat restoration projects in and around the Bay. Eligible activities:

- a. Construct new, repair existing and/or replace deteriorating public access trails, signs, and related facilities along the shoreline and manage these public access facilities.
- b. Provide interpretive materials and special outreach events about pollution prevention, wildlife habitat, public access, and flood protection, to protect the Bay's health and encourage community engagement.

III. Solicitation Priorities

The Authority will give priority to eligible projects that achieve the following:

- a. Have the greatest positive impact³ on the Bay as a whole, in terms of clean water, wildlife habitat and beneficial use to Bay Area residents.
- b. Have the greatest long-term impact⁴ on the Bay, to benefit future generations.
- c. Provide for geographic distribution⁵ across the region and ensure that there are projects funded in each of the nine counties in the San Francisco Bay Area over the life of Measure AA.
- d. Increase impact value by leveraging state and federal resources and public/private partnerships.
- e. Benefit economically disadvantaged communities⁶.

³ *Greatest positive impact* refers to projects that demonstrate, through the use of established best available scientific knowledge, adopted regional and local plans, and relevant studies, the greatest potential benefits to the Bay ecosystem. In addition, they include restoration projects that provide co-benefits, including, but not limited to, improved flood protection, public access and recreational amenities, beneficial reuse of dredged material and carbon sequestration.

⁴ *Greatest long-term impact* refers to projects that best demonstrate an ability to provide benefits over long timeframes despite the potential for changing circumstances such as changes in freshwater supply, sediment delivery, species composition, and rising sea levels. Projects should use the best available science to incorporate future climate variability, ideally providing resilience across multiple climate change scenarios.

⁵ *Geographic distribution* refers to projects that contribute to Measure AA's funding distribution requirement. Over the life of Measure AA, 20 years, 50% of funds will be allocated based on geographic distribution to each of the four Bay Area regions, which are defined as follows:

- North Bay (Sonoma, Marin, Napa, and Solano Counties): 9% minimum allocation;
- East Bay (Alameda and Contra Costa Counties): 18% minimum allocation;
- West Bay (City and County of San Francisco and San Mateo County): 11% minimum allocation; and
- South Bay (Santa Clara County): 12% minimum allocation.

⁶ *Benefits to disadvantaged communities* refers to projects that will provide tangible benefits to these communities, which may be judged on the basis of elements such as the direct involvement and support of local community groups, a demonstrated track record working within communities, use of proven strategies to increase relevance of messaging and outreach, and ability to alleviate multiple stressors within communities (such as the need for recreation, civic engagement, leadership development, resilience to climate change, reductions in pollution burden, etc.). An *economically disadvantaged community (EDC)* is defined as a census tract with a median household income less than 80% of the area median income (AMI). Within this set of low-income communities, high priority EDCs are further defined as groups that are historically underrepresented in environmental policymaking and/or projects; most economically and environmentally impacted by heavy industrial activity and development; most

- f. Benefit the region’s economy, including local workforce development⁷, employment opportunities for Bay Area residents, and nature-based flood protection for critical infrastructure and existing shoreline communities.
- g. Work with local organizations and businesses to engage youth and young adults and assist them in gaining skills related to natural resource protection.
- h. Incorporate monitoring, maintenance and stewardship to develop the most efficient and effective strategies for restoration and achievement of intended benefits.
- i. Meet the selection criteria of the Coastal Conservancy’s San Francisco Bay Area Conservancy Program and are consistent with the San Francisco Bay Conservation and Development Commission’s coastal management program and with the San Francisco Bay Joint Venture’s implementation strategy.⁸

IV. Grant Application Process and Timeline

a. Project Solicitation Period

Annual Requests for Proposals funded with funds generated by Measure AA will be posted on the Authority’s website and sent out to the Authority’s mailing lists.

The Authority anticipates a 6-month grant schedule, as outlined below, for this current grant round. The evaluation and grant recommendation periods below are subject to change.

Solicitation Released	September 15 th , 2017
Webinar	October 1 st – 7 th , 2017
Proposals Due	November 15 th , 2017
Evaluation	November 16 th 2017 – January 31 st 2018
Grant Recommendations and Board Meeting	Spring 2018

RSVP for the information webinar at info@sfbayrestore.org.

All Authority grants will be awarded at a San Francisco Bay Restoration Authority Governing Board meeting. The specific meeting when a grant will be considered will depend on project readiness and staff capacity.

vulnerable to climate change impacts, due to lack of resources required for community resilience; and severely burdened by housing costs, increasing the risk of displacement. A proposed project’s ability to provide benefits to these communities will be judged on the basis of the direct involvement and support of local community groups; a demonstrated track record working within communities; the use of proven strategies to increase relevance of messaging and outreach; and the ability to alleviate multiple stressors within communities, including, but not limited to, addressing the need for additional recreational amenities, resilience to climate change, reductions in pollution burden, greater civic engagement, and enhanced leadership development opportunities.

⁷ The Authority requires grantees to negotiate, enter into and execute a project labor agreement with the local building trades council or councils, subject to certain conditions and exceptions outlined in its Resolution 22, adopted November 30, 2016.

⁸ See Appendix A for the selection criteria of the Coastal Conservancy’s San Francisco Bay Area Conservancy Program, the San Francisco Bay Conservation and Development Commission’s Coastal Management Program, and the San Francisco Bay Joint Venture’s Implementation Strategy and project list link.

b. Optional Pre-Proposal Consultation

Applicants are strongly encouraged to consult with Authority staff prior to submitting their applications. Pre-proposal consultation will be available to any potential applicant but will not be required.

c. Grant Application

Applicants must submit a grant application cover page, and a grant application form. All of these materials are posted on the San Francisco Bay Restoration Authority's webpage (<http://www.sfbayrestore.org/sf-bay-restoration-authority-grants.php>)

V. Application Review and Evaluation

a. Completeness

Grant applications will be initially reviewed by Authority staff for completeness. Incomplete grant applications will be returned to the applicant. Applicants may choose to complete their application and resubmit it within five business days, or in a future solicitation period.

b. Application Screening

The Authority staff will screen complete grant applications to ensure that:

- The project and potential grantee meets the Authority's eligibility requirements as outlined in the Authority's enabling legislation; and
- The project is consistent with supporting the programs and priorities and other purposes set forth in Measure AA.
- Projects will have environmental documents completed in time to be presented to the Governing Board within the next 12 months.

Applications that do not pass the screening process will not proceed to the review process. Authority staff will return the application. The applicant may request feedback from Authority staff on whether and how the proposal could be modified to meet the screening criteria and may resubmit it in a future solicitation period.

c. Review

Complete applications that have passed the screening process will be reviewed and evaluated by a minimum of three professionals with relevant expertise in the Authority's program areas (as described in the enabling legislation and Measure AA). Reviewers may include, but are not limited to, public agency staff, consultants, academics, Authority staff and Advisory Committee members. All reviewers who are not subject to the Political Reform Act will be required to document that they do not have a conflict of interest in reviewing any proposals. All reviewers will evaluate each proposal in accordance with the evaluation guidelines that will be developed as described above.

d. Scoring Criteria

Projects will be quantitatively scored within the categories below, as well as evaluated qualitatively against one another by reviewers.

Criteria	Points
I. The extent to which the project implements the programs and activities of Measure AA (Section II).	20
II. The extent to which the project achieves the priorities of Measure AA, as defined by the prioritization criteria under Section III.	40
III. The project's likelihood of success, based on the applicant's demonstration of capacity and resources to complete the project in an effective and timely way, as well as the likelihood of success in addressing the project's barriers and risks.	40
	100

Quantitative Scoring

Each of the three above point categories will be assigned a numerical rating using the following scoring tiers as a guide when evaluating how well the proposal addresses that category, as explained below.

To achieve the maximum amount of points, the proposal must provide clear, substantive, and coherent evidence that the proposed work will adequately address all relevant aspects of that category. Proposals that describe in sufficient detail how the proposed work will effectively address multiple, or excel in a particular, aspect/s of a category can achieve up to 75% of a category's points. Proposals that address multiple or single aspects of a category without clearly describing how these aspects would result in tangible and meaningful benefits will not receive more than half a category's points. Proposals that need significant work may mention, but not adequately describe, how the proposal would meet some or one relevant aspect/s of that category, or not mention or adequately describe those aspects at all, and shall not receive more than 25% of a category's points.

Additional Detail on Three Categories of Criteria Above

- I. Programs and Activities of Measure AA
 - a. The four programs, and related activities, of Measure AA are listed in **Section II.d** above: *II. Eligibility and Required Criteria, d. Eligible Project Activities*. To be eligible, a project proposal must implement at least one program, and related

activity, of Measure AA. A proposal can receive high scores by very significantly implementing one of these programs and activities, or by satisfactorily implementing multiple activities under one program, or multiple activities under multiple programs.

II. Measure AA Priorities

- a. Measure AA Priorities are listed in **Section III** above: *Solicitation Priorities*. To excel in this category, a project proposal would meet all or most of the priority criteria outlined above, as interpreted by the Authority and explained in the footnotes of the above section.

III. Likelihood of Success

- a. This category captures both the likelihood of success of the applicant, as well as the proposed project. Specifically, this category considers if the proposal is well written, consistent and according to instructions; includes a complete, reasonable and well thought-out scope of work, budget and schedule; if the work plan identifies how the project will be implemented (including obtaining permits, etc. if applicable); if the barriers and risks identified in the proposal are adequately addressed, and if the proposal clearly demonstrates the applicant has the ability to successfully complete the project within the schedule and budget proposed. Applicants that excel across these elements will score highly in this category.

Qualitative Scoring

In addition to quantitative points as described above, each proposal will have an additional qualitative scoring section. The qualitative scoring section will include a space for reviewers to record the proposal's top three strengths, as well as the proposal's top three weaknesses, when considering Measure AA's four programs and related activities (quantitative Section I above), Measure AA's priority criteria (quantitative section II above), and the applicant and project's likelihood of success.

e. Grant Award

Authority staff will determine which qualified applications to recommend to the Governing Board for funding and the amount of funding, taking into account the project's merit and urgency relative to other eligible projects, the total amount of funding available for projects, the readiness of the projects to proceed, and whether the Governing Board will be able to make any necessary findings under the California Environmental Quality Act (CEQA). The Authority expects that it will take an average of six months from application submittal to Governing Board approval and at least one additional month for execution of the grant agreement.

f. Board Meetings

The Governing Board will consider recommended grants and make any and all grant approvals at public meetings that are noticed in advance, with meeting materials made available in advance to the public. The Authority typically holds four public meetings per calendar year, though this number is subject to change as board meetings are held on an as-needed basis. The meeting schedule is published on the Authority's website. The agenda for each public meeting will be published on the Authority's website at least 72 hours in advance of the meeting. Staff will prepare a report for each proposed grant presented to the Governing Board at a public meeting.

The staff report will describe the project, will explain how the project is consistent with and advances the purposes of the Authority's enabling legislation and Measure AA, and will be made available to the public in advance of the meeting.

g. Grant Agreement

Once the Governing Board has approved a grant at a public meeting, Authority staff will prepare a grant agreement setting forth the terms and conditions of the grant. The grantee must sign the grant agreement and comply with its conditions in order to receive funds. Typical grant agreement provisions will include:

- Actual awards are conditional upon funds being available from the Authority.
- Grantees must submit a detailed project work program and budget and the names of any contractors.
- Grantees must provide proof that all necessary permits have been obtained.
- Grantees must provide proof of liability insurance and name the Authority as an additional insured.
- Where appropriate, grantees will be required to provide signage informing the public that the project received Authority grant funding.
- Grant funds will only be paid in arrears on a reimbursement basis.
- Grantees must submit invoices and progress reports regularly, and at least quarterly.
- Grantees must meet project completion requirements (typically grants will include a 10% withholding that is not paid until the project is completed).
- Grantee must agree to monitor and maintain the project for an agreed-upon time, typically for a period of 20 years, and if not the landowner must secure landowner's permission to monitor and maintain for that period.
- Grantees may be required to reimburse the Authority for some or all of the disbursed grant funds if the project is not satisfactorily completed.
- In executing the project for which the grant has been given, grantees will comply with all terms set forth in the grant agreement and all applicable federal, state, and local laws and regulations.
- The Authority requires grantees to negotiate, enter into and execute a project labor agreement with the local building trades council or councils, subject to certain conditions and exceptions outlined in its Resolution 22, adopted November 30, 2016.

VI. Additional Information

a. Available Funding

The Authority expects to generate approximately \$25 million each year for twenty years for a total of \$500 million, which will be disbursed through grant rounds as outlined in the Grant Guidelines, with no more than 5% going to administrative costs.

b. Project Timeframe

The Authority may request that proponents of projects with schedules longer than 3-5 years break their projects into phases and return to the Authority for the funding and authorization of each phase of the project.

c. Funding Range

There is not a set funding range for proposals, however the Authority encourages projects of at least several hundreds of thousands of dollars, as well as multi-million dollar projects. The Authority current anticipates funding approximately 5-10 projects per grant round.

d. Environmental Documents

The Authority is required to comply with CEQA and all other applicable environmental laws. Grant applicants should consider whether their proposed project will trigger the need for an environmental impact report or negative declaration, or whether a CEQA exemption applies. How CEQA applies and the status of CEQA compliance must be addressed in the grant application. Grant applicants that are not potential CEQA lead agencies, e.g., nongovernmental organizations, should work with a lead agency to determine whether their proposed project will trigger the need for an environmental impact report or negative declaration, or whether a CEQA exemption applies. Additionally, grant applicants should consider all other applicable environmental laws, on a project by project basis, report accordingly, and address compliance in the grant application.

e. Project Monitoring and Reporting

All grant applications must include a monitoring and reporting component that explains how the effectiveness of the project will be measured and reported. The monitoring and reporting component will vary depending on the nature of the project, and may include regional monitoring approaches as appropriate. The grant application evaluation will assess the robustness of the proposed monitoring program. In addition, Authority staff will work with grantees to develop appropriate monitoring and reporting templates and procedures.

All projects must complete a final report, including a lessons-learned summary report fully and clearly describing lessons learned under all phases of the project including design, construction and monitoring. Lessons learned should focus on project trouble areas and issues to be addressed as a guide to helping future projects to avoid these issues to the extent possible.

VII. Attach Full Application⁹

⁹ The full, final application will be attached to the final RFP.

APPENDICES¹⁰

Appendix A: Relevant Sections of the San Francisco Bay Restoration Authority Act

Appendix B: Full Citations for Regional Plans Most Relevant to the Grant Program

Appendix C: Delta Primary Zone Map

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¹⁰ In the final version of the RFP, appendices will be links to the appendices in the final Grant Guidelines, rather than included in the RFP itself.

Appendix A: Selection Criteria of the Coastal Conservancy's San Francisco Bay Area Conservancy Program, the San Francisco Bay Conservation and Development Commission's Coastal Management Program, and the San Francisco Bay Joint Venture's Implementation Strategy and project List Link

Please see below for additional detail regarding bullet point i above under section III. Solicitation Priorities.

I. Coastal Conservancy's San Francisco Bay Area Conservancy Program

1. "Are supported by adopted local or regional plans;
2. Are multijurisdictional or serve a regional constituency;
3. Can be implemented in a timely way;
4. Provide opportunities for benefits that could be lost if the project is not quickly implemented;
5. Include matching funds from other sources of funding or assistance."

II. San Francisco Bay Conservation and Development Commission's Coastal Management Program

The San Francisco Bay Conservation and Development Commission's Coastal Management Program is based on the provisions and policies of the McAteer-Petris Act, the Suisun Marsh Preservation Act of 1977, the San Francisco Bay Plan, the Suisun Marsh Protection Plan, and the Commission's administrative regulations. The McAteer-Petris Act and the Bay Plan apply to the entire Bay, while the Suisun Marsh Preservation Act and Suisun Marsh Protection Plan apply only to Suisun Marsh. The Bay Plan elements most relevant to this grant program (see Appendix D) include policies related to habitat goals, climate change resilience, setting goals and success criteria, monitoring and adaptive management, public access, and mosquito abatement. Consistency with these policies is required in order to obtain a permit for project construction from the San Francisco Bay Conservation and Development Commission.

III. San Francisco Bay Joint Venture's Implementation Strategy

Applicants must either demonstrate that their project is on Joint Venture's list or consult with the Joint Venture prior to applying for funding to assess and characterize their consistency with the selection criteria of the list. [*Link to be added.*]

Appendix B: Full Citations for Regional Plans Most Relevant to the Grant Program

As discussed in Appendix C, the Restoration Act states that the Authority will “give priority to projects that, to the greatest extent possible, meet the selection criteria of and are consistent with the State Coastal Conservancy’s San Francisco Bay Area Conservancy program (in accordance with subdivision (c) of Section 31163 of the Public Resources Code).” One of these criteria is, “Are supported by adopted local or regional plans.” Full citations for the regional plans the Authority considers most relevant to the grant program are provided below.

Restoring the Estuary: An Implementation Strategy for the San Francisco Bay Joint Venture. (2001.) San Francisco Bay Joint Venture. <http://www.sonic.net/~sfbayjv/estuarybook.php>

The Baylands and Climate Change: What We Can Do. Baylands Ecosystem Habitat Goals Science Update 2015. (2015.) California State Coastal Conservancy. <http://baylandsgoals.org/science-update-2016/>

Recovery Plan for Tidal Marsh Ecosystems for Northern and Central California. (2013.) U.S. Fish & Wildlife Service. https://www.fws.gov/sacramento/ES/Recovery-Planning/Tidal-Marsh/Documents/TMRP_Volume1_RP.pdf

San Francisco Bay Subtidal Habitat Goals Report: Conservation Planning for the Submerged Areas of the Bay. (2010.) California State Coastal Conservancy, Ocean Protection Council, NOAA National Marine Fisheries Service and Restoration Center, San Francisco Bay Conservation and Development Commission, San Francisco Estuary Partnership. <http://www.sfbaysubtidal.org/report.html>

Comprehensive Conservation and Management Plan for the San Francisco Estuary. (2016.) San Francisco Estuary Partnership. <http://www.sfestuary.org/wp-content/uploads/2016/10/CCMPFinalOct2016.pdf>

Surviving the Storm. (2015.) Bay Area Council Economic Institute. <http://documents.bayareacouncil.org/survivingthestorm.pdf>

San Francisco Bay Trail Plan: A Recreational Ring Around San Francisco Bay. (1989.) Association of Bay Area Governments. http://baytrail.org/wp-content/uploads/2015/12/San-Francisco-Bay-Trail_-Bay-Trail-Plan-Summary.pdf

San Francisco Bay Trail Design Guidelines & Toolkit (2016.) San Francisco Bay Trail. http://baytrail.org/pdfs/BayTrailDGTK_082616_Web.pdf

Enhanced San Francisco Bay Area Water Trail Plan. (2011.) California State Coastal Conservancy. http://scc.ca.gov/webmaster/ftp/pdf/sccbb/2011/1103/20110317Board08_SF_Bay_Area_Water_Trail_Ex3.pdf

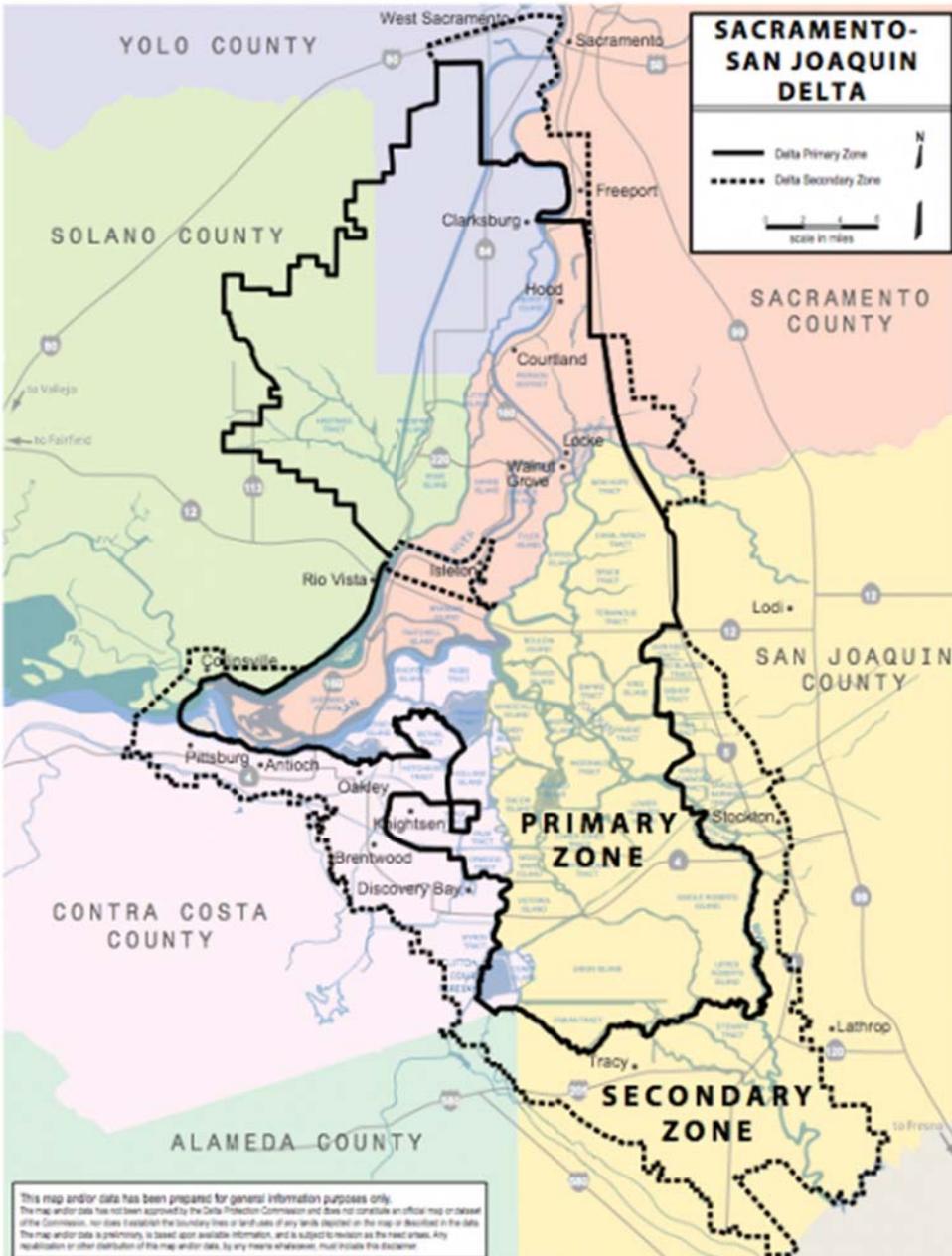
Water Quality Control Plan for the San Francisco Bay Basin (Basin Plan). (2017.) San Francisco Bay Regional Water Quality Control Board. http://www.waterboards.ca.gov/sanfranciscobay/basin_planning.shtml#basinplan

Long-Term Management Strategy for the Placement of Dredged Material in the San Francisco Bay Region, Management Plan (2001.) U.S. Army Corps of Engineers, U.S. Environmental Protection Agency, San Francisco Bay Conservation and Development Commission, San Francisco Bay Regional Water Quality Control Board.

<http://www.spn.usace.army.mil/Portals/68/docs/Dredging/LMTS/entire%20LMTF.pdf>

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Appendix C: Delta Primary Zone Map¹¹



¹¹ Source: Water Education Foundation: <http://www.watereducation.org/aquapedia/sacramento-san-joaquin-delta-land-use-and-boundaries>