



**AGENDA**

**San Francisco Bay Restoration Authority Advisory Committee Meeting  
October 5, 2018, 10:00 am – 12:30 pm**

*Doors Open at 9:30 am for Get-to-Know-Your-Colleagues Coffee Time*

Elihu Harris State Building  
1515 Clay Street, 2<sup>nd</sup> Floor, Room 11  
Oakland, CA 94612

For additional information, please contact:  
Anna Schneider, Clerk of the Advisory Committee: (510) 286-0325

Agenda and attachments available at:  
[www.sfbayrestore.org](http://www.sfbayrestore.org)

- 1. Call to Order**  
Chair Luisa Valiela, U.S. Environmental Protection Agency
- 2. Determination of Quorum**  
Anna Schneider, Clerk of the Advisory Committee
- 3. Public Comment**  
Each speaker is allowed three minutes.
- 4. Announcements (INFORMATION)**
- 5. Approval of Advisory Committee (AC) Meeting Minutes of June 29, 2018 (ACTION)**  
*Item 5: Draft Meeting Minutes for June 29, 2018*  
*Attachment 1: Environmental Justice Panel Notes*
- 6. Vice Chair's Report from September 21, 2018 Governing Board Meeting (INFORMATION)**
- 7. Proposition 68 Funding for Bay Restoration (INFORMATION)**  
Matt Gerhart, SFBRA Program Manager

**8. Draft Communications Plan: Request for Input (INFORMATION)**

Anne Morkill, U.S. Fish and Wildlife Service (Subcommittee Lead)

Taylor Samuelson, SFBRA Public Information Officer

**Item 8:** *Memo from SFBRA Ad Hoc Subcommittee on Communications on Draft Communications Plan and Further Recommendations*

**Attachment 1:** *Draft Communications Plan*

**9. Formation of an Ad Hoc Subcommittee on Community Engagement (ACTION)**

Chair Valiela

Jessica Davenport, Project Manager

**Item 9:** *Proposal to Develop a Community Engagement Program for the San Francisco Bay Restoration Authority*

**10. Restoration Authority Grant Reviewer Selection Process (INFORMATION)**

Jessica Davenport, Project Manager

**11. Recruitment of AC New Members: Request for Help with Outreach (INFORMATION)**

Jessica Davenport, AC Coordinator

**Item 11:** *Term Lengths of Current AC Members*

**12. Meeting Process Check-In: What's Working, What's Not (INFORMATION)**

Chair Valiela

**13. Proposed Schedule for AC Meetings in 2019 (INFORMATION)**

**Item 13:** *Proposed 2019 Advisory Committee Meeting Schedule*

Chair Valiela

**14. Public Comment**

**15. Adjourn**

**Note:** Any person who has a disability and requires reasonable accommodation to participate in this public meeting should contact Taylor Samuelson no later than five days prior to meeting. Questions about reasonable accommodation can be directed to Taylor Samuelson at (510) 286-4182 or [Taylor.Samuelson@scc.ca.gov](mailto:Taylor.Samuelson@scc.ca.gov) or at the Restoration Authority:

c/o State Coastal Conservancy  
1515 Clay Street, 10th Floor  
Oakland, CA 94612

# Advisory Committee

## DRAFT MEETING MINUTES

June 29, 2018, 10:00 am – 12:30 pm

Bay Area Metro Center  
375 Beale Street, Yerba Buena Room, First Floor  
San Francisco CA 94105

### 1. Call to Order

Luisa Valiela, Advisory Committee (AC) Chair, called the meeting to order.

AC Member Attendance: Dr. Ana Alvarez, Brian Benn, Bruce Beyaert, Erika Castillo, Steve Chappell, Francesca Demgen, Nahal Ghoghaie, Beth Huning, Zahra Kelly, Roger Leventhal, Jessica Martini-Lamb, Anne Morkill, Gaylon Parsons, Erika Powell, Marina Psaros, Mita Prakash, Ameer Raval, Diane Ross Leech, Ana Maria Ruiz, Gary Stern, Laura Thompson, Luisa Valiela

Staff Attendance: Matt Gerhart, Caitlin Sweeney, Jessica Davenport, Kelly Malinowski, Anna Schneider

### 2. Determination of Quorum

AC Clerk Anna Schneider determined that there was a quorum.

### 3. Public Comment

There was no public comment.

### 4. Announcements

Luisa Valiela announced that the San Francisco Bay Joint Venture will be leading a tour of restoration project sites for the AC on August 24. She shared an announcement from the SF Bay Conservation and Development Commission (BCDC): “BCDC continues to make progress on the San Francisco Bay Plan amendment that will address BCDC’s permitting process for habitat restoration projects, including the requirements for ‘minor fill’ and public access. Please contact Shannon Fiala, Planning Manager, at [shannon.fiala@bcdca.gov](mailto:shannon.fiala@bcdca.gov) or (415) 352-3665, or visit their project webpage, if you would like more information.” She also announced the fourth San Francisco Estuary Geospatial Workgroup Meeting. This free event will take place at the Estuarine and Ocean Sciences Center (formerly RTC/Bay Conference Center) in Tiburon on August 15.

## **5. Approval of Meeting Minutes of May 4, 2018**

**Decision:** There was consensus to approve the minutes.

## **6. Chairs' Report from the April 11, 2018 Governing Board Meeting**

Chair Valiela reported that the Governing Board (Board) approved \$650,000 annually over five years for the Bay Restoration Regulatory Integration Team (BRRIT) project. The funding is contingent on raising \$600,000 annually from other funders, such as Santa Clara Valley Water District, East Bay Regional Park District, and the State Coastal Conservancy. The Board approved the 2018/19 budget, staff work plan, and Metropolitan Transportation Commission investment policy for SFBRA funds. The Board generally supported staff's proposed changes to the grant guidelines, request for proposals and application; final drafts will be presented for Board approval in September. The Board endorsed Fall Statewide Water Bond.

## **7. Recommendation to the Governing Board on Performance Measures**

AC Member Roger Leventhal, Subcommittee Lead, presented updates from the Ad Hoc Subcommittee on Performance Measures and reviewed the proposed recommendation to the Board. The AC discussed and resolved several issues related to the proposed set of performance measures.

**Decision:** There was consensus to provide a revised version of the Recommendation on Performance Measures to the Board.

The AC agreed on the following revisions to the Performance Measures Table:

- Under "Types of Projects Funded," include dollar value, as well as number of projects.
- For the performance metric "Percentage of projects providing benefits to economically disadvantaged communities (EDCs)," add a note stating, "The definition of EDCs adopted by the Governing Board will be used to determine which projects qualify."
- Under the "Youth Involvement" heading, add a second metric, "Number of youth engaged." Add a note stating that "Youth includes young adults, up to age 25. Youth engagement includes job training, as well as volunteer work. There may be some overlap with the metric 'Number of unique volunteers participating'."
- Under the "Public Access" heading, add a metric for "Number of public access enhancements" Add a note stating, "Includes trail improvements that enable access for people with disabilities, interpretative displays, benches, trash cans, and other public access enhancements."
- Change the heading "Volunteer Hours" to "Volunteer Involvement" because it also includes number of unique volunteers participating.

The AC agreed on the following clarifications to the recommendation related to qualitative reporting (page 1, bullet 2).

- Include reporting on the types of benefits provided to EDCs.
- Report on community engagement and volunteer involvement through the narrative and with photos.

The AC agreed on the following addition to the “Measures and Metrics Requiring Further Development” in the memo summarizing the work of the Ad Hoc Subcommittee:

- Add a sentence under “Local and Regional Water Quality Benefits” stating. “A measure related to trash removal and shoreline cleanup should be developed based on what applicants propose to measure. The Restoration Authority should create a standard metric after funding a few projects that have this component.”

The AC authorized the Chair to review and consider approving additional non-substantive edits to be provided by AC member Brian Benn before finalizing the recommendation.

### **8. Environmental Justice Panel Discussion**

AC Member Nahal Ghoghaie moderated the panel. Speakers included Anthony Khalil, Literacy for Environmental Justice; Douglas Mundo, Shore Up Marin; and Phoenix Armenta, Resilient Communities Initiative. AC Member Ameer Raval took detailed notes on the discussion, which are included as Attachment 1 to the minutes.

### **9. Update from Staff on Proposed Revisions to the Grant Program Documents**

Matt Gerhart, Restoration Authority Program Manager, reviewed the three issues raised by staff, how AC input influenced staff’s recommendation to the Board, and the Board’s response. With respect to acquisitions, the staff took the AC’s recommendation to expand the requirements for grantees applying for funds for acquisition projects. The Board was comfortable with the proposal to add acquisitions to the list of types of eligible projects. The staff also worked with AC members to revise the explanation of what types of mitigation would be eligible for funding. To further explore the issue of funding the use of dredged material in restoration projects, the staff and two AC members are convening a series of meetings with participants in the working groups of the *Long-Term Management Strategy for the Placement of Dredged Material in the San Francisco Bay Region (LTMS)*. This research may result in a white paper but will not affect this year’s grant program documents.

### **10. Update from the Ad Hoc Subcommittee on Communications**

AC Member Anne Morkill, Subcommittee Lead, provided a brief update. The subcommittee met in June and notes from that meeting are available in the AC meeting materials packet. As next steps, Taylor Samuelson, Public Information Officer for SFBRA, will develop a draft outreach strategy for review and comment by the ad hoc subcommittee over the summer. Taylor will then revise the strategy based on subcommittee input and present a proposed strategy to the full AC at the October 5 meeting.

### **11. Future Agenda Topics**

AC members requested the following as future agenda topics:

- Proposition 68 funding for San Francisco Bay restoration; and
- Improving diversity on the AC through the next round of recruitment.

## **12. Public Comment**

There was no public comment.

## SFBRA Environmental Justice Panel Notes

### *Participants*

- Douglas Mundo
- Phoenix Armenta
- Anthony Khalil
  
- Douglas Mundo, Canal Welcome Center and Co-Director of Shore-Up Marin
  - Terrie Green, Co-Director of Shore-Up Marin
  - **Shore-Up Marin:** multi-racial environmental justice (EJ) coalition advocating of equitable inclusion of LIC in planning and community preparedness focused on Marin City and County
    - Emergency preparedness, sea-level rise, climate adaptation
    - Water, air, soil quality
    - Social equity
    - Started as EJ coalition because there was a gap in Marin (mostly environmental organizations)
    - Support local agencies and governmental institutions that want to do something for our communities
    - Try to find common ground to help each other (government and EJ) accomplish respective missions
  
- Phoenix Love Armenta, Coordinator for Resilient Communities Initiative
  - **Resilient Communities Initiative:** multicultural social justice coalition to develop climate resiliency plan for communities most vulnerable
  - To address climate change, we must start with most vulnerable
  - Includes Shore-Up Marin, West Oakland Environmental Indicators Project, Environmental Justice Coalition for Water, Breakthrough Communities, Rooted in Resilience etc.
  - Past experience
    - Hiroshima, Japan experience with folks impacted by radiation
    - Folks living next to uranium mines in India
  - Started working locally as a community organizer, homeless advocate; involved in politics working for a city council member
  - You're most powerful working outside the system as an advocate
  
- Anthony Khalil, Literacy for Environmental Justice
  - Bayview Hunter's Point: rich story on how communities prepare and prevent impacts from climate change
  - Hidden history of Bayview Hunter's Point: Indigenous ancestors who were original stewards of land
  - Resilience is about creating, not just bouncing back or adapting
  - Particulate matter map
  - Community-based assessment on contaminants adjacent to waterways that communities are a part of

- Era of ecological restoration and climate preparedness
- How to measure success
  - Workforce development
  - Environmental stewardship
  - Ecological literacy
- **Example: The Eco-Center at Heron's Head Park**
  - Legacy persists today
  - There is no longer power plant here and and thriving wetland
  - Greenest building in all of SF
  - Traditional ecological knowledge
  - Make resilience relevant
- Yosemite Slough – largest wetland restoration program known currently in SF
- Future stewards and advocates
- We are faced with the largest redevelopment ever in the City. Opportunities for workforce development and other community benefits
- Strategic Growth Council Urban Greening Grant: economic development doesn't always translate to benefits for EJ communities
- **Question: What does a strong EJ community component look like in a Measure AA grant?**
  - Douglas
    - Authentic community engagement process does not always happen
    - Planning to succeed, not failing to plan. Failing to include EJ communities is failure
    - Resilient by Design efforts had too short a time to adequately engage diverse communities
    - Marin Audubon Society project: local projects with more time support deeper community engagement
    - Need to shift paradigm, be consistent and persistent to engage communities to establish a foundation of partnership, trust, and empowerment
    - Empowerment means capacity-building for underserved communities; those that haven't been in planning processes. Offer tools that they need to help transform communities where we live, work, and play
    - Business as usual needs to change towards a transformative process
  - Phoenix
    - California Adaptation Forum experience where RCI folks were only EJ representatives raised their hands as equity as part of their job
    - WE ALL operate in inequitable paradigms all the time
    - How many black folks are represented on the SFBRA Advisory Committee? None. This was brought up last year but has not been rectified

- We all need to adopt an equity framework and everyone in power to adopt
- Is meeting accessible to folks with disabilities? Are materials being translated?
- RCI Equity Checklist is an important first step
- Do you have power to change that disparity and inequities that exist within projects?
- Approach needs to go deeply into the communities that are most impacted
- Anthony
  - Bay Area Air Quality Management District has made progress and a step forward for programming and projects that seek to take lead from and are informed by local constituents
  - Matter of life and premature death
  - CalEnviroScreen 3.0 shows our communities are communities at risk
  - How do you measure awareness? How do you measure resilience?
  - Inequitable life expectancy – ecological restoration is a form of reparations
  - Ability to invest in communities of color is a form of reparations of environmental burdens we've had to bear
  - Lens of funded projects: has to be through allocating capacity. **How do we build capacity?**
    - Power and jurisdiction over land use and sites: mandate local decision-makers and agencies and local institutions pursue funding through SFBRA. By the time that certain agencies get with it and the value of restoring habitats, the Board can create a lot more efforts to influence agencies to pursue those funding opportunities
    - Agencies think they need to engage community-based organizations and small non-profits because there is an impetus in a transactional way, but need to value habitat restoration and need encouragement to do so.
    - Only way meetings are accessible is if the meetings come to communities in their own neighborhoods. With Resilient by Design, there was disconnect, but there was exchange in a safe, trusted space
    - Allocation of funds: larger institutions can get out capital projects quicker. Mechanisms can be backed into proposal process that funding is not dependent on certain activities, but build on trust that most impacted communities get to determine the projects that get funded
    - This body can convene stakeholders and diverse coalitions: when a well-respected body weaves the right community folks together it builds trust

- Transparency, equity, and inclusion can be achieved through mechanisms like a “stakeholder matchmaker”
  - Phoenix
    - Communications is rarely invested in and how you communicate to people in terms of framing message, the way things look, and the distribution channels you get the message out
    - Application looked very grueling. Need for applicant to visualize and aspects of project very early on
    - RCI coordinates various organizations and supports organizations to write grants. Phoenix is fundraising to just apply for grants
    - We are asked all the time to review papers and free EJ consultation
    - Technical assistance is needed, too
  - Douglas
    - Ownership, power, authority has been mentioned
    - Partnership with key stakeholders
    - Any project we are interested in implemented needs cultivation of buy-in of community. The community won't endorse an initiative if they don't see themselves as key stakeholders.
    - Require community endorsement to ensure community buy-in happens and ensure you are reaching out to real community leaders
    - Douglas has been working in community for 17 years but has not heard of over 100 groups that have identified they want to do something for his community
    - Communities are under stress and people are worried about housing and other survival issues, so it is challenging to make restoration projects relevant to them.
    - Communities will ask, “How is a project going to impact my life and my community?”
    - A restoration project that involves beautification could have unintended consequences that might accelerate gentrification and displacement
    - Building partnerships with the right organizations is key recommendation
- Questions/Comments
  - Need to diversify workforce of agencies so that agencies are not always asking for outside expertise. Thoughts?
    - Project labor agreements requirement: the unions need to be first at the door during grants
    - What does PLA really mean? Does it mean resources for engaging community in the process?
    - Douglas fully in support to bring diversity in the projects. Opportunities for employment and getting engaged and ownership and feel like they were able to co-create a restoration project and benefit the community for sea level rise etc.

- We have construction workers, gardeners, etc. How do the job opportunities go to disadvantaged communities?
- Special admissions in career pathways is critical to diversify workforce.
- Communities need to be paid for every contribution and minute of their time they contribute through stipends, etc.
- Programming and projects need to focus and prioritize career and educational pathways.
  - Pollution mapping project with Air Board is working with scientists as principal investigators, technical know-how to navigate and demystify the process of entering with these organizations
  - Special admissions: track for folks that are not just gifted, but those that are most engaged in local constituency. Residency happens back in the neighborhood you come from
- Technical assistance to apply for a grant: what could that look like? Mentorship opportunities?
  - More time to apply for grants. 2 months is not enough. More lead time is key. Reach out to EJ organizations and share opportunities for grants
  - Need support working through the process e.g. budget process for Proposition 1 and work with Nahal who sat with Phoenix to go through it
  - Grant application process is cumbersome: Pre-proposal approach can lessen the application preparation burden. This can tone down the proposal process
  - Understanding the need for general capacity and EJ groups may be starting a little bit behind
    - Front-loading the funding and general funding for capacity-building
- Community engagement vs. projects. Community stakeholder matchmaker idea is interesting and is that something missing from the Measure AA process?
  - Measure AA implementation could create a pipeline for job creation for environmental restoration skills, get into government, do policy work
  - It's not just about pipeline, but people of color often have difficulty adapting to work environments that have different cultural norms.
  - Community engagement specialists can connect to communities.

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San Francisco Bay Restoration Authority Advisory Committee

**Report of the Ad Hoc Subcommittee on Communications:  
Draft Communications Plan and Further Recommendations**

September 17, 2018

Anne Morkill on Behalf of the Ad Hoc Subcommittee on Communications<sup>1</sup>

The San Francisco Bay Restoration Authority (Authority) Advisory Committee (AC) formed an Ad Hoc Subcommittee on Communications (Subcommittee) to address the various needs for communicating with the public and stakeholders about the work of the Authority. The Subcommittee held meetings on February 22nd and June 12<sup>th</sup> to share perspectives and explore options for developing and implementing a communications strategy to meet the following goals:

- **Educate the Public about the Authority’s Work and the Benefits of Restoration:** Amplify the message that “Restoration is Working” and provides benefits for people and wildlife. Highlight projects that are underway and what they are expected to achieve; demonstrate the benefits that Measure AA is providing to communities.
- **Show Accountability and Good Governance:** Expand awareness and ensure transparency about the Authority’s grant management and oversight structure. Show the voters that funds are being spent effectively and in conformance with legal requirements.
- **Build Awareness among Potential Grantees:** Let potential grantees know this funding source exists and will be available for at least 20 years. This provides time to build capacity among groups that are not yet experienced in grant management.
- **Educate Elected Officials about the Need for Additional Funds.** Keep a high profile among elected officials to foster understanding and support for future funding measures and appropriations.

Based on subcommittee discussions and input, a draft Communications Plan was drafted by Taylor Samuelson, Public Information Officer for the Authority, that outlines an approach to inform and involve the public and stakeholders as Measure AA taxes and funds from any future measures or authorizations are collected and awarded to restoration projects around the Bay. **The draft Communications Plan (Attachment 1) will be presented to the full AC for further input at the October 5, 2018 meeting.**

It is important to note that the successful implementation of the Communications Plan as presented will require additional resources (in both time and budget). The plan outlines available resources (as of FY18-19) and proposed roles and responsibilities for Authority staff and members of the AC, but frankly notes that some ideas for communication exceed current staff capacity. Therefore, **we recommend that the AC deliberate on whether and how members can commit their own time and/or that of their member organizations to assist in**

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<sup>1</sup> The Ad Hoc Subcommittee on Communications included AC members Anne Morkill (lead), Erika Powell, Ameer Raval, Erika Castillo, Ana Maria Ruiz, Marina Psaros, Diane Ross-Leech, and Sarah Young; SFBRA staff Taylor Samuelson and Jessica Davenport, as well as Caroline Warner of the SFB Joint Venture, provided valuable support to the ad hoc subcommittee’s work.

**implementing elements of the Communications Plan as envisioned under “Section X. Activities, Roles and Responsibilities.”**

It also became clear during our discussions as a subcommittee that there is a desire and need for the Authority to more actively engage in community outreach, education, and technical assistance, particularly in underserved communities in the Bay Area that have suffered the disproportionate burden of environmental hazards<sup>2</sup>. This aligns with the AC’s interest in equitably addressing environmental justice issues through targeted outreach and capacity building to empower economically disadvantaged communities (EDCs) to compete for Measure AA’s planning and implementation funding. Our subcommittee and staff believe that this level of engagement requires a thoughtful, sustained, and transformative effort to build relationships and trust, but it involves more strategies and resources than what is included in a Communications Plan. Exhibit A provides more detailed notes from our ad hoc subcommittee on this matter for consideration by the AC. **We support the staff proposal to develop a Community Engagement Program that results in long-term benefits for EDCs that will be presented by staff to the full AC for further input at the October 5<sup>th</sup> meeting.**

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<sup>2</sup> See Measure AA Guidelines Definition for “Economically Disadvantaged Communities” (May 4, 2017).

## **Exhibit A. Community Outreach and Engagement Strategy**

### **Background:**

In the development of the Communications Plan for the Authority, it became clear outreach to the region's communities, particularly economically disadvantaged communities (EDCs), will be critical to Authority's ability to serve all Bay Area residents in a way that is inclusive and advances environmental justice.

This work requires thoughtful, sustained effort to build relationships and trust. The resources needed to develop and execute a strategy to achieve these aims, however, exceeds the current bandwidth of the Authority's staff. The Authority may wish to consider establishing a separate committee or outreach coordinator to orchestrate community engagement.

### **Goal:**

Create productive, collaborative relationships between the Authority and the Bay Area's communities, particularly Economically Disadvantaged Communities (EDCs), to ensure that restoration projects are done with a comprehensive understanding of communities' needs and priorities, and to broaden the pool of funding applicants.

### **Tasks for the outreach coordinator role could include:**

- Provide guidance on ways for community-based organizations in economically disadvantaged communities to partner with restoration groups and agencies.
- Provide guidance in community engagement to potential grantees who are not experienced in this aspect of restoration project planning and implementation.
- Promote opportunities for youth involvement, including volunteering, service learning, and work force development.
- Attendance at public and community meetings.

### **Potential Audiences:**

- Community leaders and Community Based Organizations
- Education groups/resources, future voters
  - High schools
  - DAC schools
  - Guidance councilors
  - Service learning programs
  - Workforce development officers at schools
  - Restoration leadership academy programs, Green Teams, Redwood Academy, Bay Environmental Stewardship Training
  - Invite to report back to the board on experiential learning
- Tech Workers
  - Philanthropic giving
  - Art/innovative engagement
  - Service days

- Academia
  - Universities
  - Grad level work for restoration research
  - Partner with grantees on monitoring/results
  - Y-Plan, high school programs partnered with university programs, RBD model

**Partner and Potential Channels, and Tactics**

- Websites of partners, AC parent organizations and grantees
- Social media of partners, AC organizations and grantees
- Ethnic media campaign with African American press and non-English language press
- Short videos created by Authority
- E-Bulletin newsletter (piggyback on existing newsletters such as San Francisco Bay Joint Venture and/or create Authority newsletter)
- Print ads in local papers, e.g., East Bay Express
- Geotargeted online ads, e.g., Google Adwords
- Billboards
- Ads at Muni stations
- King Tides Initiative (website, online photo sharing by community members)
- Board, AC and project tours
- Events at Exploratorium
- Working with schools on Next Generation Science Standards

**For further discussion**

As the environmental justice work of the Authority takes shape, the Advisory Committee may want to consider:

- What resources members of the Advisory Committee can bring to bear on the community outreach task, in terms of staff time, funding, existing relationships and expertise.
- The resources required to fund a Community Outreach Coordinator or Committee and the tasks of that role.



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## I. Introduction

This document outlines the approach planned by the Public Information Officer of the San Francisco Bay Restoration Authority (Authority), with input from the Advisory Committee’s Ad Hoc Subcommittee on Communications, to inform and involve the public and stakeholders as Measure AA taxes and funds from any future measures or authorizations are collected and awarded to restoration projects around the Bay. The goals of the plan and principles guiding its implementation are discussed. The plan lists key audiences and key messages; outlines the package of

outreach tools and strategies, and outreach evaluation methods that will be undertaken; and it lays out roles and responsibilities and a general work plan for the effort.

## II. Goal

To use effective and inclusive communications practices to broaden awareness of the Authority's work, impact and grant program.

## III. Outreach Goals

- **Educate the Public about the Authority's Work and the Benefits of Restoration:** Amplify the message that "Restoration is Working" and provides benefits for people and wildlife. Highlight projects that are underway and what they are expected to achieve; demonstrate the benefits that Measure AA is providing to communities.
- **Show Accountability and Good Governance:** Expand awareness and ensure transparency about the Authority's grant management and oversight structure. Show the voters that funds are being spent effectively and in conformance with legal requirements.
- **Build Awareness among Potential Grantees:** Let potential grantees know this funding source exists and will be available for at least 20 years. This provides time to build capacity among groups that are not yet experienced in grant management.
- **Educate Elected Officials about the Need for Additional Funds.** Keep a high profile among elected officials to foster understanding and support for future funding measures and appropriations.

## IV. Resources

To deliver the activities outlines in this plan, the Authority can draw upon:

- The Authority PIO<sup>1</sup>, currently budgeted at 12% of a full-time equivalent (FTE) staff position
- Other Authority staff, all of whom work only part-time on the Authority and none of whom have communications and outreach included in their assigned duties
- The Advisory Committee members, as their time allows
  - o The resources of their parent organizations when appropriate
- The Governing Board, to be deployed when strategically necessary

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<sup>1</sup> The PIO of the State Coastal Conservancy provides PIO services to the Authority under the Conservancy's joint powers agreement with the Authority.

- Fiscal Year (FY) 2018/2019 communications budget of \$25,000, most of which is earmarked for website redesign and logo work

## V. Audiences

Major categories of interested and/or potentially affected stakeholders include:

### External Stakeholders

- Existing and potential grantees
  - Non-profit organizations – wildlife & habitat restoration, environmental justice, recreation & public access
  - Tribes
  - Cities
  - Counties
  - Bayshore Landowners
- Bay Area taxpayers
- Media
- Shoreline cities
  - Residents
  - Planners
  - Electeds
- Local government
  - Elected officials & staff
- State elected officials & staff
- Federal elected officials & staff
- Federal, state and regional regulators
- Economically Disadvantaged Communities (EDCs)<sup>2</sup>
  - Community Leaders
  - Community-based organizations
- Business organizations, owners and employees
  - Business community: Silicon Valley Leadership Group, Bay Area Council

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<sup>2</sup> EDCs are a communications audience, but they could also be included through a community outreach approach. See attached memo.

- Foundations

## VI. Key messages and themes

The table below highlights major themes of the Communication Plan and corresponding key messages. Short-term messages and updated information is provided in a quarterly SCVWD fact sheet.

Key Messages	
Theme	Messages
<b>The Bay is for everybody / Sharing our home (with each other, with wildlife)</b>	<ul style="list-style-type: none"> <li>○ These are public resources for all to enjoy, these projects benefit everyone.</li> <li>○ We value living in a beautiful place.</li> <li>○ “Sharing our home” (with other species).</li> </ul>
<b>Restoration is working</b>	<ul style="list-style-type: none"> <li>○ Wildlife is coming back to the Bay</li> <li>○ Communities are being protected from flooding and sea level rise</li> <li>○ Residents are enjoying these natural spaces</li> <li>○ Other benefits include providing benefits related to human health, recreation, water quality, and job creation.</li> </ul>
<b>Measure AA and the Authority are achieving restoration outcomes, quickly and efficiently</b>	<ul style="list-style-type: none"> <li>○ Measure AA started a <b>new era</b> of restoration in the Bay, with unprecedented long-term, locally sourced, financial stability to enable long-term planning</li> <li>○ Funding raised by Measure AA is being distributed quickly, efficiently and fairly throughout the region</li> <li>○ However, more funding will be needed to deliver the full ecological, recreational, water quality and flood protection benefits of a fully restored bay.</li> </ul>

## VII. Communications Tools and Channels

The Plan relies on a variety of different tools to keep stakeholders and the broader public informed and engaged in the Authority’s work. These tools include:

What	Notes	Audience	Maintained by
Contact Databases	<ul style="list-style-type: none"> <li>The Authority maintains a contact database for distribution of all electronic material and announcements. This list is comprised of people who have signed up on the Authority’s website.</li> <li>The Coastal Conservancy has a database of 3,000+, which can be sorted geographically and could be used to promote Authority events and announcements.</li> <li>The parent organizations of AC members, as well as Board members, may have access to additional contact databases.</li> <li>The Metropolitan Transportation Commission<sup>3</sup> (MTC) also maintains a mailing list</li> </ul>	Audiences that are already engaged and invested in the Authority’s work (or the work of its partner orgs.)	Self-subscribing. Authority staff can send to Authority mailing list. AC members responsible for access to their orgs’ lists
Website	The Authority’s website, <a href="http://sfbayrestore.org">sfbayrestore.org</a> , is hosted by MTC. The site is due for an overhaul, which is planned for FY 18/19. The website is the repository of information about Measure AA and the Authority and where Grant Guidelines and RFP documents are hosted.	Needs to serve a broad audience of people who come to it cold knowing nothing about the Authority as well as grant applicants who need to find info and documents easily	Authority PIO, clerk, grant program manager, MTC
Social Media	The Authority has a <a href="#">Facebook</a> page; it does not have any other social media accounts at present	Generally aimed at the public; also a useful place to tag other	Authority PIO

<sup>3</sup> MTC provides staff services to the Authority under MTC’s joint powers agreement with the Authority, including program and project management by the staff of the San Francisco Estuary Partnership and financial management by other MTC staff.

		organizations/electeds to show partnership and collaboration	
Webinars	The Authority has hosted a series of webinars, mostly geared towards new Advisory Committee members and prospective grantees	NGOs, cities, counties, landowners, tribes	Authority Staff
Authority signage	There is a requirement for grantees to install signs acknowledging the Authority's' funding at their project sites. The full logo details, however, have not yet been finalized or distributed.	Neighboring communities; users of public space	Authority PIO, project managers
One Pager, Two Pager, As-needed special handouts	There is currently a one-page and two-page overview of the Authority and its work, as well as as-needed special handouts that have, so far, been produced for meetings with legislators, electeds, potential grantees, etc.	Legislators, electeds. Other influencers. Could be event and audience specific	Authority PIO, project managers
Project fact sheets and map	So far, we have produced a fact sheet on each funded project and a map of all grants awarded; we may have to migrate this onto a more sophisticated system like the Coastal Conservancy database / project map as we award more.	Neighboring communities, stakeholders	Authority PIO
Media coverage	The Authority has had good success getting media attention for funded projects so far; though we should anticipate that will wane after the first-round novelty wears off	General public, city managers, local gov't	Authority PIO
<a href="#">Annual Reports</a>	The Authority produces an Annual Report each year, which is required by Measure AA, is an opportunity to highlight our accomplishments to-date.	Legislators/electeds, Governing Board, funders, foundations, business	Authority staff and PIO
Authority Public Meetings	The meetings of the Advisory Committee and Governing Board are public meetings that can be leveraged to bring in new ideas and perspectives	CBOs, community organizers, EJ groups	Authority Staff, Committee and Board Chairs

**Partner and Potential Future Channels Not Currently in Use**

- Websites of partners, AC parent organizations and grantees
- Social media of partners, AC organizations and grantees

- E-Bulletin newsletter (piggyback on existing newsletters such as San Francisco Bay Joint Venture and/or create Authority newsletter)
- Advertising in targeted media
- Geotargeted online ads, e.g., Google Adwords

## VIII. Communications Principles

The following principles are designed to keep consistency in our communications practices.

- Communications will be in line with Authority central messaging and endorsements
- Information about how to stay informed about project activities will include sharing:
  - Current contact information
  - How to sign up for email updates
  - Information about links to web-based sources of information
  - Information on how to access important project documents.
- Outreach messages and techniques will align with project milestones and schedule, and may change depending on the project progress.

## IX. Risks

As with any communications plan, there are risks and known vulnerabilities.

1. The foremost vulnerability in our current approach is that all of our materials are in English, our meetings are conducted in English without translators available, our grant documents are in English and we have no mechanism to review submittals in any language other than English. The Authority has not currently budgeted for a translation service of materials or at meetings.
2. To engage with the Authority requires the ability to access and use a computer with internet connection; we have not made materials available offline. Nor have we deliberately applied any accessibility best-practices for people with disabilities to our materials or website.
3. Further, our public meetings are held during the work week and we have not made stipends, childcare or food available to the public.

The barriers to access above are common to many public agencies. Though we are not aware that they have reduced engagement or made us a less effective public body, we can't prove that negative. It is something to be mindful of and perhaps engage in a conversation about equity and inclusion.

There is also a risk that ineffective communication – saying the wrong thing to the wrong audience – could diminish support for a project or the Authority as a whole. Restoration projects often require a short term or permanent change in land use that could cost communities’ support. To counter this, we should consider community support and outreach and engagement planning when reviewing grants.

Bay Area property owners will see the \$12 tax long after they’ve forgotten the Clean and Healthy Bay campaign; if we do not provide a regular, reliable flow of information on how this money is supporting the region in a way the benefits residents, we could lose voter support by the time the renewal of AA or other funding measures go on the ballot.

### X. Activities, Roles and Responsibilities

Communications activity for the Restoration Authority will be overseen by the Authority’s PIO, with staff and members of the Advisory Committee supporting as and when needed and available.

The matrix below indicates lead and participating/assisting roles for various outreach and engagement tools, events and content, including some ideas for engagement that the current level of communications resource cannot support.

Partner Roles and Responsibilities				
Tool or Event	Authority PIO	AC members	Timing	Notes
Website redesign	X		FY 18/19	
Logo update, signage guidance for grantees	X		FY 18/19	Provide grantees with guidance for creating project signage with RA logo - develop common language (e.g. "this project paid for by taxpayers" or "brought to you by the SFBRA and funded by Measure AA")
Maintain Authority Social Media Account(s)	X		Ongoing	The Authority has a <a href="#">Facebook</a> page; it does not have any other social media accounts at present. At this time, there is neither the throughput of information nor the resource to maintain other social media accounts, such as twitter, which are more suited to a frequent posting.
Media Relations and Events	X		Ongoing	
Promote and circulate RFP announcement	X		Fall 18, and annually	

Create messaging and material for use by all Authority partners	X		Ongoing	
Update one-pagers, fact sheets, project map	X		Ongoing	These were created around the first round of grant awards ; need to be updated/modified on an ongoing basis.
Responding to Public Records Act requests	X			Not necessarily strategic, but necessary and should be factored in when considering draws on resources.
Briefings and events with elected officials	X		Ongoing	
Coordination with ABAG/MTC outreach teams	X		As needed	
Bay Day 2019, Earth Day, etc. participation/pop-up tent	X	X	TBD	Host community events or shoreline tours to bring local residents out to learn about wetlands and promote Measure AA funding opportunities
Environmental Justice plan, policy, practices				NEEDS SEPARATE APPROACH; COMMUNICATIONS CAN SUPPORT THIS WORK BUT CANNOT DRIVE IT. For further discussion if EJ effort can/should be rolled into a community outreach plan.
Create calendar of public and community events where the Authority can table or have presence at partner's table		X	TBD	Is this level of public outreach beneficial at this time? What do we want the public to know about the Authority and what do we want them to do with that information? Maybe deploy this strategically at constituents of specific elected officials we need to win over
Create a calendar around key project milestones to schedule times to highlight Measure AA throughout the year as projects are being implemented e.g. ribbon cutting, breach event, public meetings, etc.		X	2019 onwards	
Webinar series on Measure AA funded projects to share technical expertise		X	2020 onwards	

Create content calendar of new stories to write for website and social media topics and themes to focus on	TBD	TBD	TDB	This would be a resource-heavy approach, and not one that our current level of staff time could support
Audience survey on messages that resonate			TBD	Test messages with different audiences to see how value of the Authority to the region is changing

## XI. Long Term Communications Planning

The activities above are achievable in the short term future. Looking further than three years ahead, the Authority should anticipate:

- Regional polling on Measure AA awareness and attitudes.
- Marking milestones (5 years, 10 years) with publicity blitzes measuring effectiveness – number of projects, number of acres restores, amount of money allocated, etc.
- Piggybacking on regional science updates and reports
- Staying flexible and open to new partnerships and considerations as the region changes in the next 20 years

## XII. Evaluation

The success of the Authority’s communications work can be measures in a number of ways. Below are some suggestions but these metrics should be brought into alignment with those recommended by the AC’s Ad Hoc Subcommittee on Performance Metrics.

- Number of grant applications received each cycle
  - Cross compare where they are from year-on-year to ensure we are reaching all sub-regions of the bay and expanding our engagement with NGOs and agencies serving EDCs
- Number of website visitors
- Audience surveys of recognition of Authority, support of our work, appreciation for wetland habitats.
- New funding allocations from legislature
- Number of project delivered

### XIII. Further Recommendations

The need for community outreach and engagement has been identified as a key strategy in achieving Environmental Justice and inclusion of EDCs. This will require sustained effort, a considered strategy and dedicated resources – all of which fall beyond the scope of the Communications Plan and ability of the Authority PIO. For further recommendations on this, please see the Memo on Community Engagement.



c/o State Coastal Conservancy  
1515 Clay Street, 10th Floor  
Oakland, CA 94612

(510) 286-7193

[sfbayrestore.org](http://sfbayrestore.org)  
[info@sfbayrestore.org](mailto:info@sfbayrestore.org)

## MEMORANDUM

**DATE:** September 20, 2018

**TO:** Advisory Committee  
San Francisco Bay Restoration Authority

**FROM:** Jessica Davenport, Project Manager  
San Francisco Bay Restoration Authority

**SUBJECT:** **Proposal to Develop a Community Engagement Program for the San Francisco Bay Restoration Authority**

San Francisco Bay Restoration Authority (Authority) staff proposes to develop a community engagement program that results in long-term benefits for economically disadvantaged communities (EDCs). Staff invites the Advisory Committee (AC) to form an ad hoc subcommittee to work with staff to develop a project proposal for a two- to three-year grant or consulting contract that can be brought to the Governing Board for consideration for funding in early 2019.

### **Background**

The Governing Board and the AC have both expressed a strong commitment to achieving the Measure AA goal of prioritizing projects that benefit economically disadvantaged communities. This goal has been discussed within the broader context of advancing environmental justice (EJ) in the Bay Area. The AC organized an EJ Panel for its June 29, 2018, meeting, and the panelists proposed a set of recommended actions.

The EJ Panel's responses were summarized by the AC and were further analyzed by Authority staff to identify specific recommendations on which the Authority could take action. This memo is intended to define the objectives the Authority would seek to achieve by taking actions recommended by the EJ Panel.

### **Overarching Goal for the Measure AA Grant Program Regarding Environmental Justice**

Measure AA states, "The Authority shall give priority to projects that... Benefit economically disadvantaged communities," or EDCs.

The Grant Guidelines provide the following definition of EDCs,

"An economically disadvantaged community (EDC) is defined as a community with a median household income less than 80% of the area median income (AMI). Within this set of low- income communities, communities of particular concern include those that: are historically underrepresented in environmental policymaking and/or projects, bear a

disproportionate environmental and health burden, are most vulnerable to climate change impacts due to lack of resources required for community resilience, or are severely burdened by housing costs, increasing the risk of displacement.”

The Grant Guidelines also provide the following description of benefits to EDCs:

“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.”

### **Defining Community Benefits**

Based on Measure AA, the Grant Program Guidelines and feedback from the EJ Panel, there appear to be two main types community benefits:

1. **Process Benefits:** Process benefits for communities may include:
  - a. Improved community understanding of the project and its potential ecological, social and environmental benefits, as well as any potential negative impacts;
  - b. Increased trust and engagement with community advocacy groups through shared establishment and implementation of equity goals;
  - c. Ownership, input, and buy-in over the type of project funded and its design;
  - d. Partnerships between community groups and project proponents;
  - e. Increased number of projects generated and led by community members in EDCs; and
  - f. Development of leadership skills among community members.
  
2. **Project Outcome Benefits:** As a result of project implementation, communities may gain one or more of the following benefits:
  - a. Increased access to nature-based recreation;
  - b. Local workforce development and employment opportunities;<sup>1</sup>
  - c. Skills training for youth and young adults related to natural resource protection by local organizations and businesses;
  - d. Nature-based flood protection for critical infrastructure and existing shoreline communities; and
  - e. Reduced pollution burden through habitat restoration, site remediation and/or debris removal.

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<sup>1</sup> In addition to prioritizing projects that benefit EDCs, Measure AA also calls for prioritizing projects that “Benefit the region’s economy, including local workforce development, employment opportunities for Bay Area residents, and nature-based flood protection for critical infrastructure and existing shoreline communities,” and “Work with local organizations and businesses to engage youth and young adults and assist them in gaining skills related to natural resource protection.”

## Proposed Community Engagement Program and Additional Actions

Staff proposes to work with the AC to develop a long-term program that responds to community capacity, strengths and needs in EDCs and increases benefits to these communities through the Measure AA grant program. The first step would be establishing a community engagement program, as described in Objective 1. Additional actions described under Objectives 2 through 4 include potential near-term actions that could be undertaken concurrently with the development of a long-term program by staff or the consultant or grantee.

**Obj. 1 Develop a community engagement program.** Work with community-based organizations (CBOs) and/or non-profit organizations skilled in community engagement to develop an approach for a long-term Authority community engagement program. The actions below provide examples of potential program development elements:

**Action 1A:** Assess community priorities regarding the “Project Outcome Benefits” described above:

- Increased access to nature-based recreation;
- Local workforce development and employment opportunities;<sup>2</sup>
- Skills training for youth and young adults related to natural resource protection by local organizations and businesses;
- Nature-based flood protection for critical infrastructure and existing shoreline communities; and
- Reduced pollution burden through habitat restoration, site remediation and/or debris removal.

**Action 1B:** Identify proposed projects in or near EDCs that are currently on the Authority’s project list and evaluate their ability to provide community benefits and provide clear guidelines on what constitutes community benefits.

**Action 1C:** Determine whether existing proposed projects are adequate to meet community needs, if existing projects need to be enhanced to meet community needs, or if new projects need to be developed. Document both the results of the assessments for specific communities and best practices overall for community engagement.

**Action 1D:** Reach out to CBOs, non-profit organizations and local businesses that engage in workforce development, including training for both construction trades and professional environmental careers, to explore ways to encourage them to engage in bay restoration.

**Action 1E:** Bolster meaningful engagement and relationship-building among EDCs to support increased inclusion and participation in Measure AA-funded projects and related projects on an ongoing basis.

**Action 1F:** Consider related issues, such as housing cost burden, risk of displacement, and air pollution burden, and include as a deliverable a list of referrals to other grant programs, local government processes, and other opportunities for meeting community needs that fall outside the scope of what the Measure AA can fund.

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<sup>2</sup> In addition to prioritizing projects that benefit EDCs, Measure AA also calls for prioritizing projects that “Benefit the region’s economy, including local workforce development, employment opportunities for Bay Area residents, and nature-based flood protection for critical infrastructure and existing shoreline communities,” and “Work with local organizations and businesses to engage youth and young adults and assist them in gaining skills related to natural resource protection.”

**Action 1G:** Provide guidance to the Authority on future special funding rounds and capacity building opportunities tailored to EDCs.

**Action 1H:** Explore ways to engage tribal groups and representatives as project partners and proponents. This effort is likely to have some overlap with providing benefits to EDCs, as defined by the Grant Program Guidelines, but will have unique aspects, as well.

**Action 1I:** Explore how to incorporate climate resilience into grant making that also benefits EDCs, e.g., by funding restoration and public access projects that create cool, shaded areas along the shoreline that provide relief on high heat days.

**Action 1J:** Plan a Restoration Forum for three to five years after granting funds to CBOs and small non-profits to provide benefits to EDCs. The Forum would facilitate sharing lessons learned among those who have worked on these projects, as well as those interested in applying for or partnering with others in applying for Measure AA funds.

## **Obj. 2 Support partnerships between project proponents and CBOs in EDCs.**

**Action 2A:** Refine the Grant Program Guidelines and RFP to ensure that projects that have the potential to benefit an EDC will get more points in the grant review process for the following:

- The project proponent has an ongoing relationship with a CBO that has helped them engage the community in project development;
- The project builds in funding for CBOs and other community members to participate as partners during all phases of the project, but especially in the planning phase; and
- The project includes a partnership with a CBO, non-profit organization or business that engages in local workforce development, including training and employment opportunities for construction trades and/or professional environmental careers.

**Action 2B:** When appropriate, play a matchmaker role between CBOs and project proponents.

- Develop a list of CBOs and non-profits skilled in habitat restoration, flood protection, design and construction of public access and recreational amenities, community engagement, and/or workforce development that are interested in partnering with project proponents on grant applications.
- Create an online directory that participants can update annually.
- Make the directory sortable by county and encourage project proponents to consult it when developing their project.

## **Obj. 3. Support project proponents working in or near EDCs in conducting meaningful community engagement and building equity into the project design.**

**Action 3A:** Provide a list of community engagement tips tailored for use in natural resource, flood protection, and public access projects. Consider a draft list of tips developed by the State Coastal Conservancy and review additional guidance before finalizing the list, e.g., the [RCI Equity Checklist](#) and the Guiding Principles from the [Climate Justice Working Group's Advancing Climate Justice in California: Guiding](#)

[Principles and Recommendations for Policy and Funding Decisions document](#) (see pages 5-6 for the ten guiding principles).

**Obj. 4 Support CBOs in EDCs in building capacity to develop competitive projects, write compelling grant applications, and set up financial systems that meet government accounting standards.**

**Action 4A:** Have a capacity-building grant round targeted at CBOs and small non-profit organizations.

**Action 4B:** Meet with CBOs and small non-profits in EDCs to provide tips on what has made past proposals successful or unsuccessful.

**Action 4C:** Hire a consultant to provide technical assistance to CBOs and small non-profits interested in participating in Measure AA-funded projects, including advising them on connecting with project proponents in their area and helping them write grant proposals.

**Action 4D:** Meet individually with CBOs and small non-profits that were unsuccessful in previous grant round and suggest ways to improve their applications.

**Suggested Next Step**

The AC is invited to form an ad hoc subcommittee to work with staff to develop a project proposal for a two- to three-year grant or consulting contract for establishing a community engagement program to benefit EDCs. The proposal would be brought to the Governing Board for consideration for funding in early 2019.

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San Francisco Bay Restoration Authority Advisory Committee  
**Advisory Committee Member Term Lengths**

**Advisory Committee (AC) Members with Two-Year Terms (Expiring February 10, 2019)**

Brian Benn	Principal, Environmental Risk & Financial Solutions
Steve Chappell	Executive Director, Suisun Resource Conservation District
John Coleman	Chief Executive Officer, Bay Planning Coalition
Adrian Covert	Vice President, Public Policy, Bay Area Council
Francesca Demgen	President, Friends of San Pablo Bay National Wildlife Refuge
Judy Kelly	Executive Director, North Bay Watershed Association
Roger Leventhal	Senior Engineer, Marin County Flood Control & Water Conservation District
Sally Lieber	President, Cardea Center for Women
Greg Martinelli	Wildlife and Lands Program Manager, California Department of Fish and Wildlife
Mike Mielke	Senior Vice President, Silicon Valley Leadership Group
Gaylon Parsons	Deputy Director, Audubon California
Marina Psaros	Principal, Coravai LLC
Ameé Raval	Policy and Research Associate, Asian Pacific Environmental Network
Diane Ross Leech	Former Environmental Policy Director (retired), Pacific Gas and Electric Company
Gary Stern	San Francisco Bay Branch Supervisor, National Marine Fisheries Service
Laura Thompson	San Francisco Bay Trail Project Manager, Association of Bay Area Governments

**AC Members with Four-Year Terms (Expiring February 10, 2021)**

Dr. Ana M. Alvarez	Deputy General Manager, East Bay Regional Park District
Bruce Beyaert	Chair, Trails for Richmond Action Committee
Erika Castillo	Regulatory & Public Affairs Director, Alameda County Mosquito Abatement District
Nahal Ghoghaie	Bay Area Program Coordinator, Environmental Justice Coalition for Water
Dr. Letitia Grenier	Resilient Landscapes Program Director, San Francisco Estuary Institute
Beth Huning,	Coordinator, San Francisco Bay Joint Venture
Zahra Kelly	Director of Public Advocacy, Nature in the City
David Lewis	Executive Director, Save the Bay
Jessica Martini-Lamb	Environmental Resources Manager, Sonoma County Water Agency
Shelly Masur	Councilmember, City of Redwood City
Anne Morkill	San Francisco Bay National Wildlife Refuge Complex Manager, U.S. Fish and Wildlife Service
Erika Powell	Flood Protection and Resilience Program Manager, San Mateo County Department of Public Works
Mita Prakash	Program Administrator, Office of Government Relations, Santa Clara Valley Water District
Ana Maria Ruiz	Assistant General Manager, Midpeninsula Regional Open Space District
Laura Tam	Sustainable Development Policy Director, SPUR
Luisa Valiela	San Francisco Bay Program Manager, U.S. Environmental Protection Agency
Bruce Wolfe	Executive Officer, San Francisco Bay Regional Water Quality Control Board



## **Proposed 2019 Advisory Committee Meeting Schedule**

(Tentative Governing Board Schedule Provided for Reference)

### **Advisory Committee (proposed)**

Meeting Time:  
10:00 AM to 12:30 PM

Meeting Location:  
TBD

**Friday, March 8, 2019**

**Friday, June 28, 2019**

**Friday, October 18, 2019**

Governing Board  
(tentatively adopted 9/21/18,  
subject to change)

Meeting Time:  
11:00 AM to 1:00 PM

Meeting Locations:  
TBD

Friday, February 22, 2019

Friday, April 12, 2019

Friday, June 14, 2019

Friday, September 13, 2019

Friday, November 15, 2019

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