San Francisco Bay Restoration Authority
Fiscal Year 2026/2027 Staff Workplan

The estimated annual staff costs for operations for the San Francisco Bay Restoration Authority (Authority) is $1,843,740 for Fiscal Year 2026/2027. Staff services are provided by the State Coastal Conservancy (SCC) and the Metropolitan Transportation Commission (MTC), acting on behalf of the Association of Bay Area Governments (ABAG), including the San Francisco Estuary Partnership (SFEP). The cost of services of SCC executives and contracts staff are included in the SCC's fully burdened rates.

Additionally, the Fiscal Year 2026/2027 budget includes a proposed term-limited, full-time MTC staff position to support regulatory coordination with the National Oceanic and Atmospheric Administration – National Marine Fisheries Service (NOAA–NMFS) through the Bay Restoration Regulatory Integration Team (BRRIT). This position is necessary due to NOAA–NMFS staffing shortages and reprioritization, which limit their ability to fully participate in BRRIT activities. Establishment of this position remains subject to coordination and agreement among MTC, NOAA–NMFS, and SCC. The proposed work is described in Task 7: BRRIT/NOAA-NMFS Liaison but is not included in the "approximate % of staff time" estimate.

Task 1: Revenue Management *Approximate % of staff time = 1%*

Annual tax administration services (provided by the Authority's consultant) will continue, with oversight by staff. Treasury and accounting services will continue through the MTC and be covered by fully burdened rates of SFEP/MTC program staff. Staff will coordinate an annual audit to be conducted by a consultant.

Task 2: Authority Board *Approximate % of staff time = 10%*

Task 2 includes staff time related to the Authority's Governing Board. It includes the following subtasks:

1. *Governing Board Policies*. Board policies may be developed or revised as needed as the Authority's programming develops. Lead staff will draft these policies, and supporting staff will review, including the Authority's legal staff.
2. *Governing Board Reports.* Preparing reports for the Governing Board and preparing materials in response to Governing Board requests.
3. *Preparation of Agendas and Agenda Packets*. A lead staff person will develop the Governing Board agendas, facilitate staff review, finalize the agenda, and coordinate with the Governing Board clerk on the preparation of the agenda packet.
4. *Board Clerk*. The clerk's main roles include, but are not limited to: duties prior to board meetings, such as scheduling meetings, posting meeting dates and notices on the Authority's website, preparing annotated agendas, posting agendas and agenda packets; duties during board meetings, such as recording the meeting, taking notes, and facilitating

roll call for attendance and actions; and duties after board meetings, such as preparing meeting summaries and circulating for staff review, and conducting board meeting follow-up (e.g., collecting signatures on resolutions).

5. S*taffing Board Meetings*. This accounts for the Authority's staff time associated with attendance and making presentations at board meetings and needed follow-up after board meetings.
6. *Filling Board Vacancies (as needed)*. This task involves minimal Authority staff time from a few staff members. Association of Bay Area Governments (ABAG) staff prepares an announcement, reviews applications, and coordinates within ABAG in making appointments. Authority staff provides subsequent orientation of new members.
7. *Governing Board Tours.* Coordination of Governing Board tours of current and potential shoreline restoration sites, including visits to economically disadvantaged communities along the bay shoreline to better understand issues and opportunities.

Task 3: Advisory Committee *Approximate % of staff time = 9%*

Task 3 accounts for staff time related to the Authority's Advisory Committee. Main subtasks associated with the management of the Advisory Committee include:

1. Staff time for the preparation of agendas, meeting minutes, and other documents as needed for Advisory Committee meetings, which will occur on a quarterly basis. A Deputy Program Manager and supporting staff will work with the Advisory Committee Chair on the preparation of these documents. Staff time for presentations to the Advisory Committee to keep them updated on grant program progress and other items.
2. Clerk duties for Advisory Committee meetings. This includes sending out public notices, formatting and posting the agendas and meeting materials to the website, and confirming the quorum.
3. Staff support for the Advisory Committee's development of recommendations to the board on program elements. This often involves staff support for ad hoc subcommittees to develop draft recommendations for consideration by the full Advisory Committee and may include management of consultants providing resources to the Committee.
4. Management of the Advisory Committee member addition process, which will be led by a Deputy Program Manager and other staff members. This includes seeking diverse, equitable and inclusive representation on the Advisory Committee, holding meetings of the Governing Board's Ad Hoc Committee to Select Advisory Committee Members, and preparing resolutions related to Advisory Committee membership for consideration by the Governing Board. Authority staff provides subsequent orientation of new members.
5. Coordination of Advisory Committee tours of current and potential shoreline restoration sites, including visits to economically disadvantaged communities along the bay shoreline to better understand issues and opportunities.

Task 4: Independent Citizens Oversight Committee *Approximate % of staff time = 7%*

Task 4 will cover a full cycle of Oversight Committee activities. Subtasks are anticipated to include:

1. Preparation of agendas, notices, and other documents as needed for Oversight Committee meetings, which are anticipated to occur several times each year and will be led by a Program Manager and supported by the clerk and other staff members.
2. Staffing of the Oversight Committee meetings, which involves the clerk as well as other staff.
3. Management of the member addition process, which will be led by a Program Manager and supported by the clerk and other staff. This includes seeking diverse, equitable and inclusive representation on the Oversight Committee, holding meetings of the Governing Board's Ad Hoc Committee to Select Oversight Committee Members, and preparing resolutions related to Oversight Committee membership for consideration by the Governing Board.
4. Preparation of materials needed to facilitate drafting of the Oversight Committee's Letter, which may involve the services of an outside financial and/or program consultant, if approved by the Board and funds are available.
5. Preparation of staff's response to the Oversight Committee's Letter.

Task 5: Grant Programs *Approximate % of staff time= 65%*

Task 5 includes staff time managing our grant programs and individual grants. Subtasks will include:

1. Finalization of annual Request for Proposals (RFP) for the grant round. The year will begin with the finalization and release of the program's RFP for Grant Round 10.
2. Consultations with prospective grantees, after their submission of a Pre-Application Form that provides an overview of their project, to determine whether the project is a good fit for Authority funding and provide advice on how to improve the fit. Consultation, as needed, with local jurisdictions and interested parties in projects, to ensure coordination and support for projects.
3. With participation by members of the Advisory Committee, preparation of a list of projects that staff anticipates bringing to the Governing Board for funding authorization, managed by a lead staff member and supported by other staff.
4. Preparation of staff recommendations to the Board, contracts with grantees, and management of executed contracts, including reviewing and approving progress reports, invoices, and other deliverables. Project managers are assigned individual projects and perform all activities related to that project, with advice provided by the Authority's legal staff and overall support for the grant program provided by the Deputy Program Manager and Program Manager. Contract management is provided by the Conservancy's Contracts Manager (covered by overhead in SCC staff rates). Payment of invoices is done by MTC's accounting staff.

5. Outreach to potential Authority project proponents and partners, to solicit or help develop projects that include meaningful community engagement and provide tangible benefits to economically disadvantaged communities (EDCs); engage and work with tribes; increase accessibility to Bay shoreline restoration projects for people with disabilities; and more. Outreach may include technical assistance in the form of workshops and/or individual consultations, in areas such as defining project scope and meeting grant requirements, particularly for community-based organizations in EDCs and tribes. Outreach may also include facilitating networking opportunities and partnerships between agencies, restoration practitioners, landowners, community-based organizations, tribes, and other potential partners.
6. Increased, ongoing, and meaningful outreach to California Native American tribes in the Bay Area, including streamlined communications to tribes related to Authority programs, projects, or other developments that are identified by tribes as topics of interest with the help of a Tribal Liaison, as described in the Authority's Tribal Engagement Recommendations. Consultation with tribes on projects under the Authority's Tribal Consultation Policy.
7. Efforts to increase applications from tribes and the number of grants awarded to tribes by:
    a. Allocating time and training resources for a designated Tribal Liaison and other staff to provide technical assistance to tribes;
    b. Developing clear guidance for tribes on what staff can provide as technical assistance;
    c. Prioritizing grants that fund tribes to complete projects of interest to them; and
    d. Enabling tribes to work with Authority staff to develop special projects to be funded outside of the annual grant round cycle.
8. For tribes that are not interested in being a direct grantee to the Authority, providing support through grants to their restoration partners or fiscal sponsor by:
    a. Prioritizing projects that demonstrate strong partnerships with tribes;
    b. Matching tribes with restoration partners, fiscal sponsors, and/or technical experts (scientists, engineers, planners, etc.) to develop project ideas and prepare grant applications together;
    c. Encouraging projects to include timelines and budgets for continuous engagement, including proper compensation of tribal members for their expertise; and
    d. Encouraging project proponents to consider budgeting for potential cultural resources monitoring if desired by tribes.
9. Implementation of the Community Grants Program on a rolling basis, with a focus on funding projects that are led by community-based organizations, include meaningful community engagement, and provide tangible benefits to EDCs. Goals includes:

a. Building trust with community-based organizations in economically disadvantaged communities;
b. Identifying and working with community leaders who have already created trusting relationships with the people in the community;
c. Seeking ways for the Authority funds to support work the community is already doing or interested in doing (e.g., meet with community leaders to identify how Measure AA funding can support their current and planned work); and
d. Identifying community-based groups with the administrative capabilities to partner with smaller and/or grassroots organizations to apply for and manage a government restoration grant.

10. Begin implementation of a five-year plan to address the goals of the Equity Guidelines and assess progress.
11. With participation by members of the Advisory Committee, preparation of yearly update on implementing the Authority's Equity Guidelines.
12. Support for the Bay Restoration Regulatory Integration Team (BRRIT), which consists of dedicated staff from the six state and federal regulatory agencies with jurisdiction over habitat restoration projects in San Francisco Bay. Staff support includes:
    a. Management of grants supporting the BRRIT;
    b. Solicitation and selection of projects to be reviewed by the BRRIT;
    c. Maintenance of the BRRIT pages on the Authority's website by the Public Information Officer;
    d. Attendance of monthly meetings of the BRRIT.
13. Support for the Wetlands Regional Monitoring Program (WRMP). Staff support includes:
    a. Management of grants supporting the WRMP;
    b. Attendance of meetings of the WRMP Steering Committee and various Workgroups, as needed.
14. Maintenance of the list of SFBRA-eligible and SFBRA-funded projects within the EcoAtlas Project Tracker system. This includes reviewing projects, as needed, to determine eligibility for SFBRA grant funds and thus eligibility for review by the BRRIT. It also includes adding projects proposed by community-based organizations to Project Tracker to raise awareness of their interests and facilitate partnerships among proponents of nearby projects.
15. Drafting the RFP for the next grant round, and creation and maintenance of grant program documents (forms, templates, guidance, etc.). Lead staff conduct this work with support from the Authority's legal staff.

Task 6: Authority General Work *Approximate % of staff time = 8%*

Task 6 captures other staff tasks associated with the administration of the Authority. Subtasks include:

1. Development of the Authority's work plan and budget, which is led by the Deputy Program Manager and Program Manager and supported by other staff.
2. Drafting and working with a consultant to format the Annual Report, which summarizes funds collected and expended and provides updates on the status of Authority projects.
3. Maintenance of the Authority's website, www.sfbayrestore.org, on which relevant documentation for the public is posted and maintained. Management of the website is led by the Authority's Public Information Officer and supported by other staff.
4. Public outreach and education, such as the creation of website content, outreach products, presentations, and other materials as needed. Preparation of public outreach and education materials is led by the Authority's Public Information Officer and supported by other staff.
5. Authority staff meetings, which involve the preparation and review of the staff agenda, the staff meeting itself, the preparation of meeting summaries, and action items and needed follow-up from each staff meeting. This task involves staff time from a variety of members.
6. Management of inquiries to the Authority's email addresses, info@sfbayrestore.org, grants@sfbayrestore.org and brrit@sfbayrestore.org, phone inquiries, as well as suggestions for upcoming board meetings, and other requests. This task is led by a lead staff person and supported by other staff as needed.
7. Coordination with other regional San Francisco Bay habitat restoration and nature-based shoreline adaptation efforts. This task involves staff time from a variety of members.

Task 7 : BRRIT/NOAA-NMFS Liaison

Task 7 covers a full-time liaison position at MTC to support regulatory coordination with NOAA/NMFS staff on permitting matters for projects being reviewed by the BRRIT. Subtasks of this new position include the following:

1. Coordinate with NOAA-NMFS and the BRRIT to expedite permit pre-application and application reviews, provide timely feedback and communications between agency staff and project proponents, and ensure regulatory compliance.
2. Provide technical support to NOAA-NMFS that includes, but is not limited to review of project information submitted by project applicants, research on permit requirements and technical project matters, preparation of permit documentation in coordination with NOAA-NMFS, and participation in regular BRRIT (weekly) and Policy and Management Team (monthly) meetings, as well as conducting site visits and off-site convenings on behalf of NOAA-NMFS on an as-needed basis.