

# San Juan Bay Estuary Partnership Strategic Plan 2022-2027

Approved by the CCSJBE Board of Directors  
September 26, 2022

## Introduction

In preparation for the 2026 Revision to their Comprehensive Conservation and Management Plan, the Corporation for the Conservation of the San Juan Bay Estuary undertook the development of a Strategic Plan. CoastWise Partners was selected to assist the Board of Directors of the Corporation in developing the Strategic Plan. Work on the Strategic Plan took place between February 2022 and September 2022.

Key to the development of the Strategic Plan was definition of a **Programmatic Vision**, defined by the Board of Directors in March 2022, with subsequent support from the Policy Committee of the Management Conference. The adopted Programmatic Vision envisions the San Juan Bay Estuary Partnership as a trusted regional science-based organization, supported by engaged stakeholders that serves as a catalyst and facilitator to restore and maintain clean water to support thriving tropical ecosystems, healthy communities and a vibrant economy in the San Juan Bay estuary and its urbanized watershed.

Following extensive discussion, the following Actions were developed by the Board of Directors to meet the challenges and attain the Programmatic Vision (priorities were not assigned):

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Each action includes a summary of the strengths and challenges identified as related to that action; an overview of the approach and actionable steps to address these challenges; responsible parties; date-

specific milestones; costs and potential funding sources; benefits/performance measures; and deliverables

A companion document, the *SJBEP Foundational Plan*<sup>1</sup>, includes a detailed summary of unattributed discussions with the Board of Directors, members of the Policy Committee, the Advisory Committees and staff. Also included in the Foundational Plan is an Initial Assessment of strengths and challenges identified by the Partnership members and staff, a description of the process used to develop the Strategic Plan, and identification of potential methods to implement revisions to address challenges.

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<sup>1</sup> The San Juan Bay Estuary Program Foundational Plan. 2022. Prepared by CoastWise Partners for the Corporation for the Conservation of the San Juan Bay Estuary.

### ***Strategic Plan Action #1: Define and promote SJBEP's Programmatic Vision and Mission***

Since Hurricane Maria in 2017, the San Juan Bay Estuary Partnership has appropriately focused on assisting local communities to recover and increase their resilience against future hurricanes and other disasters. Now the Partnership is poised to reset its priorities, to focus on the regional SJBE-related challenges and opportunities that have been highlighted for attention by the Board of Directors and the Policy Committee.

There is general agreement by the Board of Directors and Policy Committee that, over the next 5 years, the Partnership should focus on taking stock and clearly articulating its programmatic vision and goals; developing a larger perspective; getting reorganized to improve its ability to catalyze and facilitate the multi-sector collaborative efforts that will be needed to achieve its clean water mission; increasing its fundraising and communication efforts; and addressing both human and environmental needs for clean water of the ecosystem.

An initial step in this process, clearly articulating the Programmatic Vision and Mission, was accomplished in March and April 2022.

In March 2022, to provide guidance for the development of the Strategic Plan and to align with the stated desire of the Board of Directors and Policy Committee to pivot to a role as a regional leader in the effort to restore and maintain clean water of the estuary, the Board of Directors developed the following Programmatic Vision:

*The San Juan Bay Estuary Partnership is a trusted regional science-based organization, supported by engaged stakeholders that serves as a catalyst and facilitator to restore and maintain clean water to support thriving tropical ecosystems, healthy communities and a vibrant economy in the San Juan Bay estuary and its urbanized watershed.*

In April 2022, the Policy Committee of the San Juan Bay Estuary Partnership agreed with the Programmatic Vision developed by the Board of Directors and provided additional comments and recommendations to communicate the new Programmatic Vision. The Programmatic Vision is a critical guiding statement, and therefore it is important for it to have wide visibility, acceptance and adoption by all key partners and stakeholders.

In August 2022, the Policy Committee recommended a shortened version of the Programmatic Vision, to be used in communicating with the public, stakeholders and various audiences:

*To restore and maintaining clean water in the SJBE and its watersheds to support thriving tropical ecosystems, healthy communities and a vibrant economy.*

The currently stated Mission of the SJBEP is to:

*Restore and conserve the water quality in the Estuario de la Bahía de San Juan (San Juan Bay Estuary) ecosystem as a sustainable hub of social, economic development and environmental health.*

The Mission Statement is appropriate for the SJBE, supports the Programmatic Vision, and is broadly consistent with those adopted by other National Estuary Programs.

The proposed approach to ensure wide acceptance and adoption of the new Programmatic Vision and the Mission includes the following:

1. Define a Programmatic Vision and Mission which captures the desired direction of the Partnership as a regional catalyst and facilitator, focused on clean water.
  2. Develop an abbreviated version (a 'tag line') of the Programmatic Vision that is easily understood and speaks to what SJBE wants to restore, protect and conserve. Consider including the fact that the SJBE's watershed is not just urban, and that the upper watershed is more rural than the rest of the watershed.
  3. Develop and conduct an information campaign to ensure that other partners, key stakeholders and the public are aware of, and support, the adopted Programmatic Vision and new direction of the Partnership. Identification of key stakeholders will be critical. This could be an element of a branding campaign (see Outreach and Communication action). Funding has been procured.
  4. Ensure that key stakeholders also support the existing Mission Statement but consider revising it if necessary to reach consensus support.
  5. With responsible agencies and other stakeholders, develop a timeline (including milestones and due dates) incorporating existing, ongoing, and proposed infrastructure projects which may impact water quality in the San Juan Bay Estuary and its watershed.
- ***Timeframe, Milestones and Responsible Parties***
    - Milestone #1.** Define a Programmatic Vision and Mission (COMPLETE).  
Responsible party: CCSJBE Board of Directors
    - Milestone #2.** Develop a concise version (a 'tag line') of the Programmatic Vision by August 2022 [COMPLETE].  
Responsible party: Policy Committee, approved by Board of Directors
    - Milestone #3.** Conduct an information campaign to promote the new direction the Program and engage stakeholders in implementing the Programmatic Vision by \_\_\_\_\_.  
Responsible parties: Board of Directors, Policy Committee and Implementation Committee to promote new direction.
    - Milestone #4.** Ensure key stakeholders also support the existing Mission statement by \_\_\_\_\_.  
Responsible parties: Policy Committee, Implementation Committee
    - Milestone #5.** With responsible agencies and other stakeholders, develop a timeline (including milestones and due dates) incorporating existing, ongoing, and proposed infrastructure projects (including capital improvement plans) which may impact water quality in the San Juan Bay Estuary and watershed by November 2022.  
Responsible party: Policy Committee, Implementation Committee
  - ***Cost and potential funding sources***
    - Cost of the information campaign to promote the new Programmatic direction will be determined by SJBE staff and approved by the Board of Directors.
    - The action will be funded by SJBE annual budget and/or other grant funds.
  - ***Benefit/Performance measures***

- Understanding the new Programmatic Vision and direction by stakeholders and partners will assist in positioning the Partnership as a regional catalyst and facilitator for the multiple regional restoration projects ongoing and upcoming.
  - Acting as a regional catalyst and facilitator may assist in identifying new funding opportunities and funders.
  - Defining a timeline for existing and proposed infrastructure projects will ensure there are clear schedules for implementing work supporting the Programmatic Vision and Mission.
- ***Deliverables***
    - Defined Programmatic Vision and Mission (COMPLETE)
    - Concise version of the Programmatic Vision (PROPOSED)
    - Information campaign to promote the new programmatic direction and the vision
    - Timeline (including milestones and due dates) of existing, ongoing and proposed infrastructure projects which may impact water quality in the SJBE.

#### **Progress toward Milestones**

NOTE: Progress on all Milestones will be provided by staff on a regular basis, using a spreadsheet modeled after that recommended by the Policy Committee.

## ***Strategic Plan Action #2: Serve as a Regional Facilitator to Enhance Shared Goals to Restore and Maintain Clean Water and the San Juan Bay Estuary ecosystem***

The Programmatic Vision adopted by the Board of Directors and Policy Committee envisions the San Juan Bay Estuary Partnership as a **trusted regional science-based organization**, supported by engaged stakeholders that **serves as a catalyst and facilitator** to restore and maintain clean water to support thriving tropical ecosystems, healthy communities and a vibrant economy in the San Juan Bay estuary and its bordering urbanized watershed.

Attaining the Vision will require pivoting from the current roles of the Partnership in the environmental community<sup>2</sup> to a more regional, watershed-based focus, while maintaining the trust and engagement of the local communities which the Partnership has earned through its recovery and resiliency efforts over the last five years. Views of the Partnership's current roles vary and include doing numerous small projects to support community recovery; acting as a bridge between communities and government agencies; and providing community education and outreach on environmental topics such as 'what is an estuary'.

Concerns have been voiced that the Partnership had taken on roles and responsibilities which are currently or should be part of the mission of existing Puerto Rico agencies or other organizations. In response to the need for support in local communities to recover and build resiliency from hurricanes, and the lack of agencies' capacity over the last five years due to bankruptcy, the Partnership stepped in to fill the void created by the absence of an active role by these agencies. However, with recently increased financial stability and current capacity of agencies and organizations to address local community needs, the Board of Directors recognizes that the Partnership can now accomplish a more regional role which other agencies and organizations cannot perform. Key components of this role will be to help facilitate and coordinate the watershed management and infrastructure improvement activities of municipalities, commonwealth agencies and other key stakeholders to enable the region to make greater progress toward shared water quality goals. These local partners and stakeholders need to be involved directly in discussions and decisions on regional goals and objectives and the actions needed to achieve them.

To date, the success of many local community programs and projects have been based almost exclusively on the participation of volunteers, supported by SJBEP staff. For SJBEP to move from a local to a more regional focus, there is a need to build capacity in a broader group of organizations to take responsibility for organizing and managing volunteers to carry out environmental conservation and restoration actions that help the region make progress on its shared goals.

To address these challenges, a three-part approach is recommended: 1) work with agencies and other organizations to share responsibility for continuing and enhancing resiliency programs in local communities; 2) develop the Partnership's internal capacity (addressed in both the Internal Capacity and the Organizational Structure actions) to serve as a facilitator and 'honest broker' to support regional approaches for attaining clean water in the San Juan Bay Estuary; and 3) develop and sign MOUs with the different partners establishing their responsibilities for helping to meet SJBEP goals and CCMP actions.

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<sup>2</sup> Initial Assessment, CoastWise Partners April 2022.

## Share responsibilities for enhancing resiliency in local communities

1. Identify areas of overlap between the needs of the communities and municipalities for clean water and healthy environments and the missions of the agencies of the Commonwealth and determine how the Program and its partners could facilitate the development, funding and implementation of more sustained approaches to solving these local issues.
2. Evaluate the existing organizational infrastructure which currently exists in the watershed to identify additional partner organizations who could potentially contribute resources to help implement the actions needed to achieve shared goals and objectives. Actively seek financial and technical support from partners to build watershed-wide capacity to produce measurable progress towards the shared goals and objectives.
3. Re-structure the Citizens Advisory Committee to bring in a diversity of voices from the communities of the San Juan Metropolitan Area. Start with developing a new set of clearly defined roles and responsibilities that directly reflect the Partnership's vision, mission, goals and objectives. Expand membership to bring together recognized leaders from across the municipalities as well as the business, tourism, fishery, advocacy and other communities of the SJBE watershed. Consider using the Water Community Network as a forum to maintain the direct engagement with the local community representatives and bring in additional communities to hear, understand and collectively act on each other's concerns.

## Develop trust as facilitators to support regional strategies, policies and programs supporting clean water

4. Offer SJBE's role as regional facilitator to relevant agencies and organizations for ongoing or upcoming initiatives that could have substantial positive impacts on water quality in the SJBE (such as filling of the dredge holes in Condado and San Jose Lagoon, dredging the Caño Martín Peña, eliminating the Hato Rey/Rio Piedras combined sewer discharge, removing the sanitary sewer discharge from the DNER pumping stations, or other upcoming infrastructure projects). Issues could include monitoring and reporting on changes in water quality (addressed in the Monitoring action); providing public information and outreach (for impacted local communities and the general public) on what to expect during and after the project implementation; defining roles and responsibilities of the partnership partners; encouraging environmental justice; and highlighting progress toward water quality goals through multiple media venues.
5. Develop and sign an overarching general agreement with all parties, committing each to assist in obtaining the goals of the Partnership.
6. Enter into specific agreements with individual partners, committing to specific actions to support the goals of the Partnership and to enact enforcement actions against environmental non-compliance by those government agencies and municipalities with legal authority.
7. Evaluate and refine SJBE's regional role after every five-year period.

- ***Timeframe Milestones and Responsible Parties***

(Milestones are not necessarily sequential)

**Milestone #1.** Determine how SJBE can facilitate more sustained approaches with partners to address local issues by \_\_\_\_.

Responsible party: Implementation Committee

**Milestone #2.** Evaluate the existing regional 'organizational infrastructure' and what is needed into the future to enhance local communities' resiliency by \_\_\_\_.

Responsible party: Implementation Committee

**Milestone #3.** Re-structure the Citizens Advisory Committee by \_\_\_\_.

Responsible party: Executive Director, for consideration by the Policy Committee and approval by the Board of Directors.

**Milestone #4.** Offer SJBEP's role as regional facilitator to relevant agencies by \_\_\_\_.

Responsible party: Policy Committee

**Milestone #5.** Develop and sign an overarching general agreement with all parties, committing each to assist in obtaining the goals of the Partnership by \_\_\_\_.

Responsible party: Partnership Office, with approval by the Board of Directors

**Milestone #6.** Enter into specific agreements with individual partners, committing to specific actions to support the goals of the Partnership and to enact enforcement actions against environmental non-compliance by those government agencies and municipalities with legal authority by \_\_\_\_.

Responsible party: Partnership Office, with approval by the Board of Directors.

**Milestone #7.** Re-evaluate and refine SJBEP's regional role after every five years, starting in 2027.

Responsible party: Board of Directors

- ***Cost and potential funding sources***

- SJBEP's cost of these activities will be determined by SJBEP Executive Director and staff.
- The action will be funded by SJBEP annual budget, infrastructure bill funding, SRF funds, or other grant funds, and relevant partner agencies and organizations budgets.
- The Board of Directors must approve the funding sources.

- ***Benefit/Performance measures***

- A clear understanding and expectation of the roles that the agencies of the Commonwealth of Puerto Rico and other organizations will play in working with the local communities and municipalities, and the development, funding and implementation of more sustained approaches which should enhance resiliency of local communities.
- Agreements between partners will strengthen commitments.
- A comprehensive understanding of the additional organization-based capacity which will need to be built, funded and sustained in order to support the recognized level of actions needed will assist in achieving shared goals and objectives.
- A strengthened and proactive Citizens Advisory Committee that can independently advocate for the policies, programs, and funding needed to produce measurable progress on important water quality management issues will strengthen trust in the SJBEP and its partners.
- A demonstration of how SJBEP can serve as a regional facilitator for complex environmental projects and programs will increase the value of the Partnership to its partners.

- ***Deliverables***

- Assessment report of the options that agencies and other organizations have, or must develop, to enhance resiliency in local communities and municipalities to future storms and other environmental impacts.
- A general agreement to support the goals of the Partnership.
- Individual agreements as needed.

- Updated bylaws of the Citizens Advisory Committee, including sectors represented as members of the Citizens Advisory Committee and updated Citizens Advisory Committee objectives (see Internal Capacity action).
- Technical reports and media updates associated with SBJEP's regional coordination and facilitation efforts. These should include annual summaries of water quality conditions in years prior to, during and after large infrastructure projects (see Monitoring action); education and outreach materials/media to be broadcast to target communities and audiences prior, during and after infrastructure projects; and regular reports of progress on the multiple efforts ongoing to improve San Juan Bay Estuary's water quality.

**Progress toward Milestones**

NOTE: Progress on all Milestones will be provided by staff on a regular basis, using a spreadsheet modeled after that recommended by the Policy Committee.

**Strategic Plan Action #3: Revise SJBEP's internal capacity to support the Partnerships' role, mission, and programmatic vision**

The programmatic vision of the SBJEP, as defined by the Board of Directors on March 24, 2022, states:

*The San Juan Bay Estuary Partnership is a trusted regional, science-based organization, supported by engaged stakeholders, which serves as a catalyst and facilitator to restore and maintain clean water to support thriving tropical ecosystems, healthy communities and a vibrant economy in the San Juan Bay estuary and its urbanized watershed.*

With additional responsibilities associated with the programmatic vision plus the proposed SJBEP Bipartisan Infrastructure Law (BIL) projects, SJBEP's existing internal capacity does not appear to be adequate to meet the new requirements. Internal capacity issues include:

- To meet the vision of engaging stakeholders, building partnerships, and serving as a 'catalyst and facilitator' for the region, the Executive Director will need to focus on these efforts to be effective. Currently, the Executive Director is charged with the responsibility of the day-to-day performance of Partnership operations and risk management in addition to broader charges of implementing decisions adopted by the Board of Directors and required by enhanced funding.
- The SJBEP currently has six full staff members (five plus the Executive Director) and 23 contractors who directly report to the Executive Director.
- The new BIL will require significant administrative, operations, and compliance and reporting efforts.
- An enhanced water quality monitoring program, with associated data management, analysis, and reporting components, will be needed to characterize baseline water quality conditions prior to the construction of several large infrastructure projects that are currently being planned, including the Caño Martín Peña dredging and Río Piedras stormwater (combined sewer) management projects, and the sanitary sewer system to be provided to the eight communities of the Caño Martín Peña dredging project.
- Currently, the Partnership office does not have fundraising expertise on its staff or via contractors.

To address these challenges, the following approach is proposed:

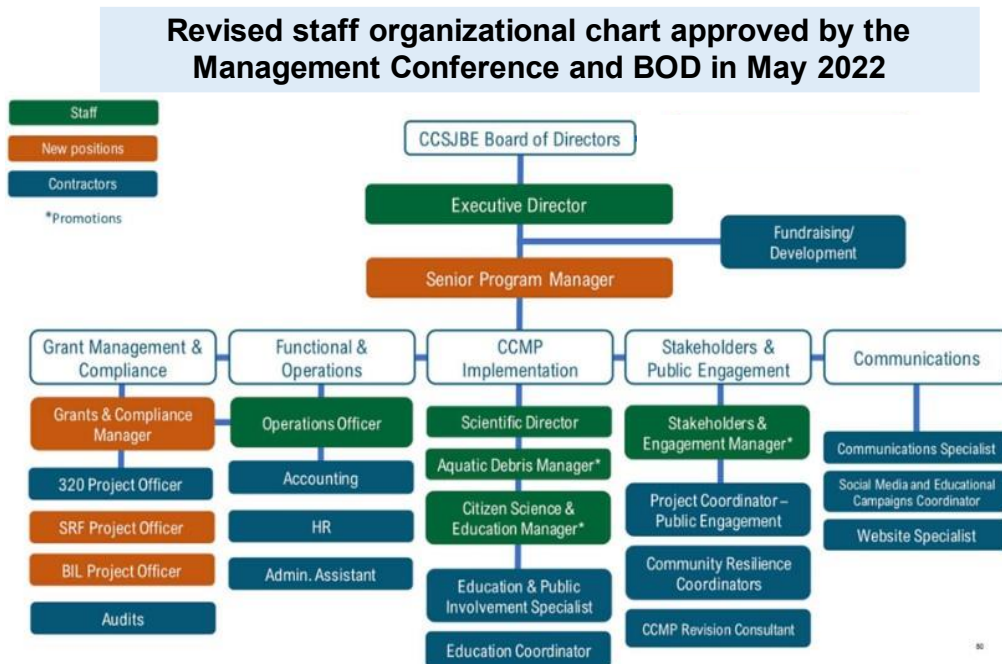
1. Hire a Senior Program Manager to take on the responsibilities of managing the day-to-day operations necessary to ensure that the organization meets its objectives.
2. Promote appropriate staff members to manager positions (with management responsibilities for contractors) and have them report to the Senior Program Manager to reduce the number of direct reports to the Executive Director.
3. Designate a full-time Grants and Compliance Manager, SRF Project Officer and a BIL Project Officer to ensure all proposed BIL and State Revolving Funds (SRF) work is complete per the work plans, manage the day-to-day operations of the BIL and SRF projects, and ensure compliance with the contractual and other requirements of the awards.
4. Update manager and staff position descriptions to reflect new roles and responsibilities and update programmatic documents, including Employee Handbook.
5. Review the salaries and benefits for all manager and staff positions to ensure level of compensation reflect job complexity and level of independent work and direction.
6. Consider hiring a new Technical Support Contractor (individual or consulting firm) to support the enhanced monitoring, data management, analysis and interpretation, and information

synthesis and reporting work that will be needed to track the effects of the anticipated infrastructure projects and the Program's progress in meeting its Vision, Mission, water quality targets and living resource goals.

7. Consider contracting with a fundraising consultant/contractor to assist the Executive Director with this task.

Funding associated with the SJBEP BIL project, the EPA 320 grant, the SRF grant, and other sources are adequate to support the proposed changes to the internal capacity.

The revised staff organization chart was approved by the Policy Committee and Board of Directors in May 2022 and is shown here.



- **Timeframe, Milestones and Responsible Parties**

(Milestones are not necessarily sequential)

The Responsible Party for all Milestones is the SJBEP Executive Director.

Approval of revised internal organization structure (Completed in May 2022).

**Milestone #1.** New Senior Program Manager in place by \_\_\_\_.

**Milestone #2.** Approved promotions in place by \_\_\_\_.

**Milestone #3.** New Grants and Compliance Manager, SFR Projects Officer and BIL Project Officer in place by \_\_\_\_.

**Milestone #4.** Update staff positions descriptions and programmatic documents by \_\_\_\_.

**Milestone #5.** Review the salaries and benefits for all manager and staff positions \_\_\_\_.

**Milestone #6.** Technical Support contractor in place by \_\_\_\_.

**Milestone #7.** Fundraising contractor in place by \_\_\_\_.

- ***Cost and potential funding sources***
  - Cost of the new staff positions has been determined by SJBEP staff and approved by the Board of Directors
  - The action will be funded by SJBEP annual budget, infrastructure bill funding, SRF funds, or other grant funds.
- ***Benefit/Performance measures***
  - Updated staffing will allow the Executive Director to focus on activities to support the programmatic vision.
  - New and promoted staff will provide the additional internal capacity needed to address CCMP priorities, BIL objectives, and other grant requirements.
  - Updated staff descriptions and programmatic documents will provide clarity of staff roles and responsibilities.
  - Review of salaries and benefits will help reduce staff turnover and maintain institutional memory and knowledge.
  - The Technical Support contractor, supporting enhanced monitoring, analysis and reporting, will provide a baseline for which to gage progress toward water quality and living resource goals and assess impacts of the infrastructure projects.
  - Contracted fundraising expertise will enhance the effectiveness of this important task.
- ***Deliverables***
  - Revised staff organizational chart
  - Updated staff position descriptions
  - Updated programmatic documents
  - New and promoted staff and contracted positions

#### **Progress toward Milestones**

NOTE: Progress on all Milestones will be provided by staff on a regular basis, using a spreadsheet modeled after that recommended by the Policy Committee.

***Strategic Plan Action #4: Revise SBJEP's Organizational Structure to Strengthen Stakeholder Involvement and Enhance Shared Decision-making***

The current organizational structure of San Juan Bay Estuary Partnership includes two standing committees (the Scientific and Technical Advisory Committee and the Citizens Advisory Committee) and a Management Conference which includes members appointed by the Governor. Ad hoc committees can be formed for specific tasks as needed.

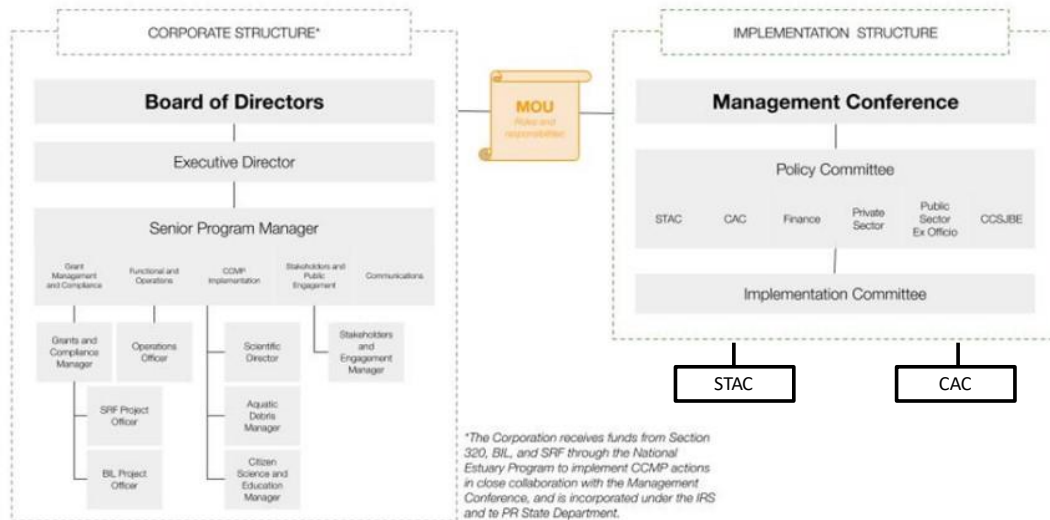
The existing structure has not provided meaningful support to the existing mission of the Partnership in recent years, and a number of key partner agencies, organizations and stakeholders are not represented. Due in part to the constraints placed by COVID on the ability to meet in person, there has been little interaction between the Board of Directors, Policy Committee, and advisory committees in the past few years. Beyond the Executive Director, there has been little interaction between the Partnership Office staff and the existing management structure.

In addition, the Science and Technical Advisory Committee currently plays a strictly reactive role in the SJBEP, which hinders the ability of the scientific community to provide independent advice on important scientific and technical issues of direct relevance to the Partnership's policy makers and senior managers. Also, the Citizens Advisory Committee does not meet as a committee on a regular basis, has no direct interactions with the Policy Committee, essentially preventing it from carrying out its important advisory role to the larger organizational structure, and its membership does not reflect the broader perspectives of the business, tourism, fishery, advocacy and other communities within the watershed.

To begin addressing these issues, in April 2022 the Policy Committee supported the reinstatement of an Implementation Committee. This committee would consist of high-level professional staff from each of the Policy Committee entities and could also include representatives of the entities responsible for implementing upcoming infrastructure projects, the business and tourism industries, and other key stakeholders. The Implementation Committee could meet more frequently (quarterly, with additional meetings if needed) than the Policy Committee to provide timely input to the Partnership.

In addition to the agencies currently represented in the Policy Committee, the Port Authority, the U.S. Army Corps of Engineers, Transportation and Public Works, Tourism, Housing, municipalities and COR3 could be invited to participate as additional members of the Implementation Committee. Other members could include representatives of municipalities and experts brought in to address more complex projects and programs on an as needed basis. A revised programmatic Organizational Structure (see below) was approved by the Board of Directors in July 2022.

## San Juan Bay Estuary Partnership



Additional issues include the need to clearly define the roles and responsibilities of each of the advisory committees, the Policy Committee, the reinstated Implementation Committee and Board of Directors , as well as an understanding of how they should share information and work cooperatively to support the Partnership’s decision-making processes.

Developing and implementing an interactive communication structure within the organization may appear to be overly cumbersome, but for major decisions (such as adoption of living resource goals and their associated water quality targets), this process ensures that all components of the organizational structure have a significant role. The Partnership’s staff will have clearly articulated roles and responsibilities to help facilitate the active communication within and between the committee, leading to more seamless share decision making process.

In addition, as the Partnership works to revise the CCMP over the next two years to support the adopted Programmatic Vision and Mission Statement, all components of the organizational structure should be engaged in developing and reporting progress toward measurable metrics for both “output-based” indicators (an example might be number of volunteers planting mangroves) and “outcome-based” indicators (such as acres of mangroves restored) that can be used to evaluate the effectiveness of CCMP actions.

An effective organizational structure, with clearly defined roles and responsibilities, will be critical to the success of the CCMP revision and implementation process. To address this, the following approach is recommended:

1. Clearly define the roles and responsibilities of the Board of Directors, Policy Committee, and Advisory Committees and how they interact, communicate and share information and direction. Revise the Organizational Structure to reflect the roles and responsibilities of each component as needed.

2. Reinstate an Implementation Committee. This committee should consist of high-level professional/administrative staff from each of the Policy Committee entities, along with representatives of entities responsible for implementing major infrastructure projects, representatives of the business community and other key stakeholders.
3. Develop and adopt bylaws for the Implementation Committee.
4. Evaluate the existing bylaws of the Policy Committee and Advisory Committees and update if needed to clearly reflect their roles and responsibilities.
5. Enhance communication between and among committees, the Board of Directors and Policy Committee, and the Executive Director and Partnership staff. Invest more time facilitating those discussions within and between the committees, the Board, the Policy Committee, and other components of the partnership's management structure.
6. Evaluate the effectiveness of the revised programmatic structure after two years.
7. As part of the CCMP development process, engage the components of the organizational structure and key stakeholders to develop measurable "output-based" and "outcome-based" metrics and milestones for each CCMP action. Assess and report progress toward milestones on a regular (annual) basis.

- ***Timeframe, Milestones and Responsible Parties***

(Milestones are not necessarily sequential)

**Milestone #1.** Clearly define the roles and responsibilities of the Board of Directors, Policy Committee, Science and Technical Advisory Committee and Citizens Advisory Committee, including how they interact, communicate, share information, and make decisions by January 2023.

Responsible parties: Policy Committee for Management Conference; Board of Directors for Corporation

**Milestone #2.** Reactivate the Implementation Committee by January 2023. Each Policy Committee member should designate a high-level representative for their entity or sector. Recruit representatives of the entities responsible implementing important infrastructure projects, representatives of the business community, and other key stakeholders. Develop and adopt bylaws for the Implementation Committee.

Responsible party: Policy Committee

**Milestone #3.** Revisit bylaws for the Policy Committee and Advisory Committees and update if needed to clearly reflect their roles and responsibilities by \_\_\_\_.

Responsible party: Policy Committee

**Milestone #4.** Adopt guidelines to enhance communication between and among committees and the Board of Directors and Policy Committee by \_\_\_\_.

Responsible parties: Policy Committee and Board of Directors

**Milestone #5.** Evaluate the effectiveness of the revised programmatic structure in 2024.

Responsible party: Board of Directors

**Milestone #6.** As part of the revised CCMP, develop measurable metrics and milestones for CCMP implementation by 2024. Assess and report progress toward milestones on an annual basis starting in 2025.

Responsible party: Policy Committee

- ***Cost and potential funding sources***

- Cost of these activities will be determined by SJBEF Executive Director and staff, and approved by the Board of Directors.
- The action will be funded by SJBEF annual budget.

- ***Benefit/Performance measures***

- The revised Organizational Structure will enhance the Partnership's effectiveness by bringing knowledgeable senior staff from key agencies and stakeholder organizations to the Implementation Committee, where they can provide input to Partnership staff, the Policy Committee and Board of Directors on the design and implementation of resource management strategies and actions.
- Improved lines of communication between the advisory committees, the staff, the Policy Committee and the Board of Directors will enhance shared decision-making and strengthen the Partnership's ability to make progress on its resource management-focused Vision, Mission, goals and targets.
- More clearly defined roles and responsibilities of the committees, the Policy Committee and the Board of Directors will provide operational guidelines for all members of the organization.
- Defining measurable metrics and milestones for the revised CCMP will allow regular assessment of progress toward implementation.

- ***Deliverables***

- Documents or bylaws which include roles and responsibilities and lines of communication for the Science and Technical Advisory Committee, Citizens Advisory Committee, Implementation Committee, Policy Committee and the Board of Directors
- Measurable metrics and milestones for tracking the Partnership's progress on outputs and outcomes of CCMP implementation.

**Progress toward Milestones**

NOTE: Progress on all Milestones will be provided by staff on a regular basis, using a spreadsheet modeled after that recommended by the Policy Committee.

### ***Strategic Plan Action #5: Strengthen and Target Outreach and Communication Strategies***

The SJBEP is currently conducting significant outreach and communication efforts in local communities that are striving to recover from a series of natural and manmade disasters that include hurricanes, earthquakes, the COVID pandemic, a Commonwealth-level public-sector bankruptcy, failing or absent wastewater and stormwater infrastructure, and others. The outreach and communication efforts conducted by SJBEP staff in local communities are outlined in the 2022 SJBEP's USEPA Program Evaluation package. The Partnership's communication efforts include digital media and on-the-ground citizen engagement efforts.

There is strong agreement among SJBEP's participants that the Partnership's effectiveness in public education and outreach to local communities on resiliency and recovery-related issues is one of its greatest strengths. Over the past several years the Partnership's efforts in these areas have appropriately been focused on resiliency-related planning and post-disaster recovery efforts at the local community level.

However, lack of awareness among some stakeholders and members of the general population regarding the Partnership and its accomplishments was identified by SJBEP's participants as a hinderance to the Partnership's efforts. For example, there is currently a lack of understanding of how or whether the Partnership's environmental management efforts have produced measurable improvements in water quality, which is its key mission.

In addition, as the Partnership pivots toward serving as a regional catalyst and facilitator of water quality improvement and management efforts, an outreach and communication program aimed at decision-makers and community leaders must be improved to raise awareness of the Partnership's past, ongoing and planned restoration efforts and enlist broader participation and support.

Currently, the SJBEP targets everyone in local communities, rather than specific audiences, leading to a diluted approach. Future outreach and communication efforts will need to be more targeted in terms of desired outcomes and, therefore, the types of messages that must be communicated.

To address these challenges, the following approach is proposed:

1. Identify the target audiences to which the public messages will be directed towards.
2. Obtain an independent evaluation of the effectiveness of each of the ongoing education and outreach projects in communicating the Partnership's clean water mission to different audiences. In future years, focus on those efforts which have been most effective in supporting the mission.
3. Task the Citizens Advisory Committee with identifying key water-quality-related messages and iconic living resources which resonate with the local communities, and effective methods for communicating those messages. Use the Water Community Network to assist in the communication strategy.
4. Task the Implementation Committee to aid in developing communication messages to encourage broad public support and multi-organization cooperation supporting clean water.
5. Develop a communication strategy that identifies specific objectives and desired outcomes (e.g., increased visibility of the SJBEP and its role in the community; encouraging behavioral change to address specific actions related to water quality). Recruit additional parties to assist in developing the communication strategy. Focus on the new Programmatic Vision, and affecting

change, educating and inspiring action. Evaluate and implement new communication approaches, such as social marketing techniques, to meet identified objectives. Identify specific target audiences and develop messages tailored for those audiences. Review the Partnership's website and focus on including new messaging without losing existing information.

6. Task the Science and Technical Advisory Committee with developing the 'storyline' of past restoration activities and whether those activities have resulted in improved water quality (see the Monitoring and Environmental Goals action for specific Milestones in developing the storyline). If supported by water quality timeline data, promote successes such as water quality improvements in Condado Lagoon as well as the ongoing challenges (such as Laguna San Jose and the Caño Martín Peña) that have not yet been fully addressed. Use the 'storyline' as a tool in the communication strategy and as part of the core messaging through the Partnership's website.
7. Task the Implementation Committee with developing and implementing a communication campaign focused on decision-makers in key stakeholder agencies, organizations and institutions, with the objective of securing additional partners to assist (by contributing effort and/or funds) in restoring clean water in the SJBE. This campaign could highlight regional restoration efforts and their impacts on clean water in the SJBE system, and the efforts of SJBE to facilitate regional cooperation.
8. Consider conducting a brand awareness evaluation (possibly with help from a communication consultant) to assess how well/if the Partnership's messages are reaching target audiences.
9. Consider whether to broaden the message and target island-wide and mainland (e.g., diaspora) audiences, rather than just focusing on the San Juan area.

- ***Timeframe, Milestones and Responsible Parties***

(Milestones are not necessarily sequential)

**Milestone #1.** Identify target audiences to which the public messages will be directed towards by \_\_\_\_.

Responsible parties: Policy Committee and Implementation Committee. A funded needs assessment will be identifying target audiences and communication methods for different audiences.

**Milestone #2.** Obtain an independent evaluation the effectiveness of ongoing outreach and education projects by \_\_\_\_.

Responsible party: SJBE Executive Director

**Milestone #3.** Task the Citizens Advisory Committee with identifying key messages that resonate with the local communities by \_\_\_\_.

Responsible parties: Citizens Advisory Committee, as tasked by the Policy Committee

**Milestone #4.** Task the Implementation Committee to aid in developing communication messages to encourage broad public support and multi-organization cooperation supporting a regional approach to clean water by summer 2023 \_\_\_\_.

Responsible parties: Implementation Committee, as tasked by the Policy Committee.

**Milestone #5.** Implement a Communications and Outreach Strategy by summer 2023 \_\_\_\_.  
Convey to the public the large challenges of attaining clean water.

Responsible parties: Policy and Implementation Committees.

**Milestone #6.** Task the Science and Technical Advisory Committee with developing the 'storyline' of historic activities and whether those activities have resulted in improved water quality by \_\_\_\_.  
Consider an annual report for the public.

Responsible parties: Science and Technical Advisory Committee, as tasked by the Policy Committee

**Milestone #7.** Task the Implementation Committee with developing and implementing a communication campaign focused on decision-makers in key stakeholder organizations by \_\_\_\_.

Responsible party: Implementation Committee

**Milestone #8.** Consider conducting brand awareness by \_\_\_\_.

Responsible party: Policy Committee

- ***Cost and potential funding sources***

- Cost of these activities will be determined by SJBEP Executive Director and staff, and approved by the Board of Directors.
- The action will be funded by SJBEP annual budget, infrastructure bill funding, SRF funds, or other grant funds.

- ***Benefit/Performance measures***

- An outreach and communication strategy that targets various audiences, each with a different objective, will enhance the visibility of SJBEP within the broader community; engage diverse sectors of the community; encourage community-wide participation; and help drive desired policy, management and behavior changes.
- A compelling, science-based 'storyline' can assist in increased understanding of the importance of water quality restoration activities, highlight successes, and increase awareness of remaining challenges.
- A communication strategy focused on decision-makers in key stakeholder agencies, organizations, and institutions can result in strengthened partnerships and greater participation by these organizations.

- ***Deliverables***

- A clearly defined outreach and communication strategy that targets various key audiences, using messages that resonate with each audience.
- A science-based 'storyline' of past management activities and events, and their impacts on water quality, highlighting successes and challenges.
- A communication campaign aimed at securing additional participation by key stakeholders to broaden support for progress on the Partnership's clean water mission.
- A brand awareness campaign to increase SJBEP's visibility and role in the San Juan Bay Estuary and throughout Puerto Rico.

### **Progress toward Milestones**

NOTE: Progress on all Milestones will be provided by staff on a regular basis, using a spreadsheet modeled after that recommended by the Policy Committee.

***Strategic Plan Action #6: Develop environmental goals and metrics,  
and associated monitoring and reporting tools***

**Background:**

The programmatic vision of the SBJEP, as defined by the Board of Directors on March 24, 2022, states:

*The San Juan Bay Estuary Partnership is a trusted regional, science-based organization, supported by engaged stakeholders, that serves as a catalyst and facilitator to restore and maintain clean water to support thriving tropical ecosystems, healthy communities and a vibrant economy in the San Juan Bay estuary and its urbanized watershed.*

To help assess progress toward achieving the Partnership’s vision, water quality targets along with other measurable goals associated with the water quality conditions needed to support “thriving tropical ecosystems, healthy communities and a vibrant economy” should be identified, along with indicators and quantitative metrics that can be measured, tracked and reported.

The Board of Directors has confirmed that Puerto Rico’s water quality standards are currently serving as the Partnership’s water quality targets. Tracking progress towards these targets throughout the SJBE system will require consistent water quality monitoring, together with data management, analysis, synthesis, and reporting. Enhanced data collection, analysis and reporting will also be needed to quantify baseline water quality conditions prior to the construction of anticipated infrastructure projects in the Caño Martín Peña and Hato Rey/Río Piedras basins, and to track water quality changes that are likely to occur during and following the construction of those projects.

A prior summary of existing metrics and indicators (see CoastWise Partners 2022) outlined some potential options for defining, tracking and reporting environmental goals and metrics. That document also suggested the development of a watershed-scale water quality monitoring program that would be capable of defining current (baseline) conditions and documenting future changes that may occur as a result of one or more large-scale infrastructure projects that are anticipated in coming years. It was intended to serve as a starting point that SJBE staff, committees and stakeholders could use for the development of appropriate and effective programmatic goals and metrics and their associated tracking and reporting tools.

This action proposes a tiered approach that includes the following tasks:

1. Collating, analyzing, summarizing and synthesizing water quality data sets collected in recent decades to document water quality conditions, spatial patterns and temporal trends which occurred during that period;
2. Convening a group of potential partner organizations to assess the feasibility of developing a collaborative regional monitoring program, including data collection, management, analysis, synthesis and reporting to track future changes in water quality conditions;
3. Implementing an interim (e.g., 1-3 year duration) water quality monitoring program to document present-day conditions in the estuaries and fresh water tributaries of the SJBE system, if available data are not adequate to assess current conditions;
4. Developing goals for the restoration and/or protection of key living resources at levels representative of thriving tropical aquatic ecosystems, and water quality goals consistent with the living resource goals, which the Partnership and its partners will work to achieve; and

5. Developing and implementing a comprehensive long-term monitoring program to replace the short-term interim program. The long-term program will be designed to provide the data needed to track water quality status and future trends; track progress toward living resource goals; and evaluate the Partnership's progress in providing the water quality conditions needed to achieve its living-resource-based environmental goals.

Adopting management goals based on the needs of key living resources will help to ensure that the Partnership's activities provide regionally appropriate environmental, ecological and socio-economic benefits. Tracking the progress that is made toward meeting those goals will help the Program identify which strategies and actions are working well and which need to be improved. Sharing the tracking information with stakeholders, policy makers, funding entities and the broader public will help the Partnership build and maintain the levels of trust and mutual support that are crucial for successful working partnerships. In addition, having clearly stated goals and accurate information on the progress that is being made toward meeting them will allow the Partnership and its external partners to develop more accurate estimates of their year-to-year and longer-term funding needs.

- ***Timeframe, Milestones and Responsible Parties***

The Responsible Parties for all Milestones in this action are the Science and Technical Advisory Committee and Monitoring Collaborative partners, supported by SJBEP technical staff

**Milestone #1.** The feasibility of developing a collaborative regional monitoring program was determined on Aug 2 2022.

**Milestone #2.** Collation, analysis and reporting of monitoring data collected in recent decades , completed by September 2022.

**Milestone #3.** Convene a meeting of monitoring partners (including SGS, EPA ORD, DNER and others) to outline future plans for the Monitoring Collaborative by October 2022.

**Milestone #4.** EPA ORD shares collected data following QA/QC completion, by November 2022

**Milestone #5.** Convene three workshops, starting in November 2022, focused on the following objectives:

- 1). Develop the storyline of water quality trends in the SBJE, using collated data (Nov 2022)
- 2). Evaluation of the summarized research findings compiled by Dr. Lugo (\_\_\_\_)
- 3). Development of living resource and supporting water quality goals (Milestone # 8)

**Milestone #6:** An Interim monitoring program, including a Quality Assurance Project Plan to define roles and responsibilities of the Monitoring Collaborative, data collection, management, analysis, and interpretation, initiated by January 2023.

**Milestone #7:** Development of reporting tools for interim monitoring program by December 2023.

**Milestone #8:** Development of restoration and/or protection goals for selected living resources, and water quality goals consistent with those goals, initiated by January 2023 and completed by January 2024. The Citizens Advisory Committee is also involved with identifying potential iconic species or biological communities which require clean water.

**Milestone #9:** Reporting tools for living resource goals and associated water quality targets, completed by December 2024.

**Milestone #10:** Design of comprehensive long-term monitoring program initiated by January 2024 and completed by August 2024.

**Milestone #11:** A long-term monitoring program initiated by January 2025.

- ***Cost and potential funding sources***
  - Cost of the Action will be determined by SJBEP staff, and approved by the Board of Directors .
  - The action will be funded by SJBEP annual budget, infrastructure bill funding, SRF funds, or other grant funds. Other potential funding sources include infrastructure program partners and agencies.
- ***Benefit/Performance measures***
  - The selected environmental goals and metrics, and associated monitoring, tracking and reporting tools, will be used to evaluate the Partnership's effectiveness in achieving its mission. The tracking information will be reported annually to the Science and Technical Advisory Committee, Implementation Committee, Policy Committee, Board of Directors, stakeholders, funding organizations and the public.
  - The data provided by the interim and long-term monitoring programs will also provide key information to Partnership staff, the Policy Committee and the Board of Directors that will be used to guide their environmental management strategies, actions and annual funding decisions.
  - Estimates of the annual costs of the monitoring, tracking and reporting activities will be developed, and those costs will be included in the Partnership's identified fundraising needs.
- ***Deliverables (to be developed by the responsible parties)***
  - Brief report or technical memorandum summarizing the monitoring data collected in recent decades (e.g., including the monitoring done by the U.S. Geological Survey since the early 1970s; by the U.S. Army Corps of Engineers in 1995; and by others including the SJBEP volunteer monitoring and IDDE programs since 2005);
  - A brief record-of-decision document summarizing the potential feasibility of developing a collaborative regional monitoring program, based on agenda and minutes of working group meetings;
  - A brief report summarizing the attributes of the interim monitoring program including its objectives, analyte list, sampling station list, sampling frequencies, field and laboratory methods and standard operating procedures, quality assurance documents, and data management, analysis and reporting protocols;
  - A brief report identifying the goals adopted for the restoration and/or protection of key living resources at levels representative of thriving tropical aquatic ecosystems, and water quality goals consistent with achieving those living resource goals;
  - A report summarizing the design of the long-term monitoring program, including its data management, analysis and reporting protocols as well as its field and laboratory standard operating procedures, data quality goals and quality assurance protocols; and
  - Annual reports, based on the previous year's data and longer-term information, summarizing water quality status and trends and the Partnership's progress toward meeting its water quality goals, developed by staff and approved by Executive Director and the Board of Directors.
- ***Progress toward Milestones***

NOTE: Progress on all Milestones will be provided by staff on a regular basis, using a spreadsheet modeled after that recommended by the Policy Committee.

### ***Strategic Plan Action #7: Enhance Financial Stability***

The San Juan Bay Estuary Partnership has consistently received clean audits (i.e., no adverse findings) in recent years, which is an indication that the Partnership's financial management is sound. In addition to the annual Clean Water Act (CWA) Section 320 funds that each of the 28 National Estuary Programs receive, SJBE is currently managing projects funded by the State Revolving Fund (SRF) and will soon probably be managing Bipartisan Infrastructure Legislation funds. These funds appear adequate to support the approved staff and program office budget and the additional support staff that have been proposed for the coming year. They also appear adequate to enhance some existing CCMP implementation activities and support some projected new activities.

Because CWA 320 funds must be approved by Congress on an annual basis, they are not guaranteed to be reoccurring and may fluctuate or even be unavailable in future years. Similarly, Bipartisan Infrastructure Legislation funds are expected to be available each year from FY 23-FY28 but are not guaranteed. Also, implementing some priority regional initiatives may require more funds than are currently available. For these reasons, and because SRF expenditures are reimbursable and thus require up-front capital expenditures, internal sources of funding would enhance the Partnership's financial stability. The Partnership may wish to consider setting a financial goal for a Reserve Fund, such as the amount needed to support program operations for at least one year and to provide up-front capital for SRF project expenditures (which will then be reimbursed and replenish the Fund).

Some members of the Board of Directors and Policy Committee are not familiar with the Partnership's full range of existing funding sources, beyond the CWA 320 funding that is reviewed and approved as part of the annual EPA budget and workplan cycle. A step in enhancing financial stability would be to bring the Board of Directors and Policy Committee completely up to date on the Partnership's anticipated funding needs and sources, projected over a multi-year period if possible, to provide the information needed for sound decision-making on these issues.

Results of an informal query that was sent by CoastWise Partners to the NEP Directors (as suggested by the Board of Directors) have provided insight into the methods used by other NEPs to support their staff and operational budgets. One finding of that query was that NEPs organized as non-governmental organizations (NGOs) or other independent organizations have much greater flexibility in the sources of funds they can pursue and accept than those hosted by governmental, academic, or other public-sector entities.

A summary of key findings from NEPs organized as NGOs/independent organizations include:

- EPA Clean Water Act 320 Funds provide between 16% and 70% needed to support staff and operations, with an average range of between 25% and 40%.
- NEPs organized as NGOs employ a wide variety of funding mechanisms, and typically do not depend on a single source.
- None of the NGOs reported that fundraising events or membership dues contribute significantly to their operational budgets. Specialty license plates generated less than 10% to overall budgets for those programs which have them, and less than 1% to the operational budgets.
- Allowable administrative fees to support staff who manage public sector grants (not counting EPA CWA 320 funds) is an important funding source for NGOs/independent organizations that manage multiple grants. These allowable administrative fees typically range from 10-50% of the total grant amount, most frequently at the lower range.

- Private foundations also provide funds to support staff for some NEPs that are organized as NGOs.
- Some NGOs/independent NEPs receive regulatory fine monies levied for environmental infractions.
- Annual contributions from local partners provide a significant portion of the unrestricted funds available to support staff and operations, ranging from 20% to 60%.
- Several programs have considered establishing trusts, but none who responded have done so. One recurring issue that was mentioned was a concern that other NGOs (including NEP partners) would view a new trust as a competitor for the same sources of funds as existing trusts and foundations.

A key to sustainable funding sources for many independent and NGO programs is adoption of a formal written agreement (Memorandum of Understanding, Interlocal Agreement, etc.) in which funding partners agree, to the best of their ability, to provide annual contributions of specified dollar amounts to support the Program. These agreements are typically in place for a specific period of time (5 years, for example) and then revisited and revised as needed.

The proposed approach to the challenges of funding staff and operating expenses and programmatic priorities include:

1. Develop compelling materials and presentations, highlighting regional benefits of SJBEP in the past and in the future and demonstrable improvements in water quality. Clearly identify what needs to be done in the coming 5 years to ultimately achieve SJBEP's clean water goals.
2. Consider adopting a fundraising goal, such as reserves necessary for operational support for at least one year and/or for a specific project or program.
3. Assess whether other partner organizations participating on the Board of Directors, Policy Committee and Implementation Committee are willing to help meet the fundraising goal by contributing a defined amount each year.
4. Develop and adopt a formal written agreement between all parties committing to annual contributions to the best of their ability.
5. Keep the Board of Directors, Policy Committee and Implementation Committee informed of current and potential future sources of funding as well as opportunities for seeking funding from, and in partnerships with, other affiliated organizations and/or government agencies.
6. Consider establishing a Fundraising Subcommittee, consisting of at least one member from the Board of Directors, Policy Committee and other stakeholders, to develop a Fundraising Plan. Elements of a Fundraising Plan could include consideration of stewardship events; Act 282 funding to support the SJBEP including a specialty license plate; non-governmental and private sources; environmental regulatory fines directed to SJBEP; and other fundraising strategies that have been effective for other NEPs.
7. Request that EPA headquarters conduct a Financing Workshop for SJBEP partners and the Fundraising Committee, to provide additional ideas and discussion.

8. Consider hiring or contracting fundraising expertise to support the Fundraising Subcommittee (approved in the SJBEP 2023 CWA budget in May 2022).
9. Continue to keep U.S. Congress, the Legislature of Puerto Rico and municipalities apprised of the yearly progress of the San Juan Bay Estuary Partnership.
10. Enlist the assistance and support of key stakeholders in implementing the Fundraising Plan

- ***Timeframe, Milestones and Responsible Parties***

(Milestones are not necessarily sequential)

**Milestone #1.** Identify funding needed for specific projects by \_\_\_\_.

Responsible party: SJBEP Executive Director

**Milestone #2.** Adopt a fundraising goal by \_\_\_\_.

Responsible party: Board of Directors

**Milestone #3.** Assess local entities and partners' willingness to provide annual contributions by \_\_\_\_.

Responsible parties: Policy and Implementation Committees

**Milestone #4.** If partners are willing, develop and sign a written agreement for annual contributions by \_\_\_\_.

Responsible party: Policy Committee

**Milestone #5.** Keep the Board of Directors, Policy Committee and Implementation Committee informed of funding sources (ongoing)

Responsible party: SJBEP Executive Director

**Milestone #6.** Consider establishing a Fundraising Subcommittee to develop a Fundraising Plan by \_\_\_\_.

Responsible party: CCSJBE Board of Directors

**Milestone #7.** Request that EPA headquarters conduct a Financing Workshop by \_\_\_\_.

Responsible party: SJBEP Executive Director

**Milestone #8.** Contract fundraising expertise to support the Fundraising Committee's work and Executive Director with this task by \_\_\_\_\_. Budget for this position/contract approved in May 2022.

Responsible party: SJBEP Executive Director

**Milestone #9.** Continue to keep the US Congress, Puerto Rico's legislature and municipalities updated on progress (Ongoing).

Responsible party: SJBEP Executive Director

**Milestone #10.** Enlist the assistance of key stakeholders in implementing the Fundraising Plan by \_\_\_\_.

Responsible party: CCSJBE Board of Directors

- ***Cost and potential funding sources***

- Cost of supporting the Fundraising Plan will be SJBEP staff time and volunteer time from the Board of Directors, Policy Committee and Implementation Committee.
- The action will be funded by SJBEP annual budget.

- ***Benefit/Performance measures***

- Identification of a fundraising goal and a Fundraising Plan to meet the goal will encourage partners to participate in ensuring the Program's long-term viability.

- Evaluating and implementing funding options will broaden the funding base.
- A written agreement to contribute funds will strengthen participation.
- Contracted fundraising expertise will enhance the effectiveness of this important task.
- ***Deliverables***
  - Fundraising goal and identified options to reach that goal
  - Fundraising Plan
  - Written agreement committing to recurring annual contributions from partners.

**Progress toward Milestones** NOTE: Progress on all Milestones will be provided by staff on a regular basis, using a spreadsheet modeled after that recommended by the Policy Committee.