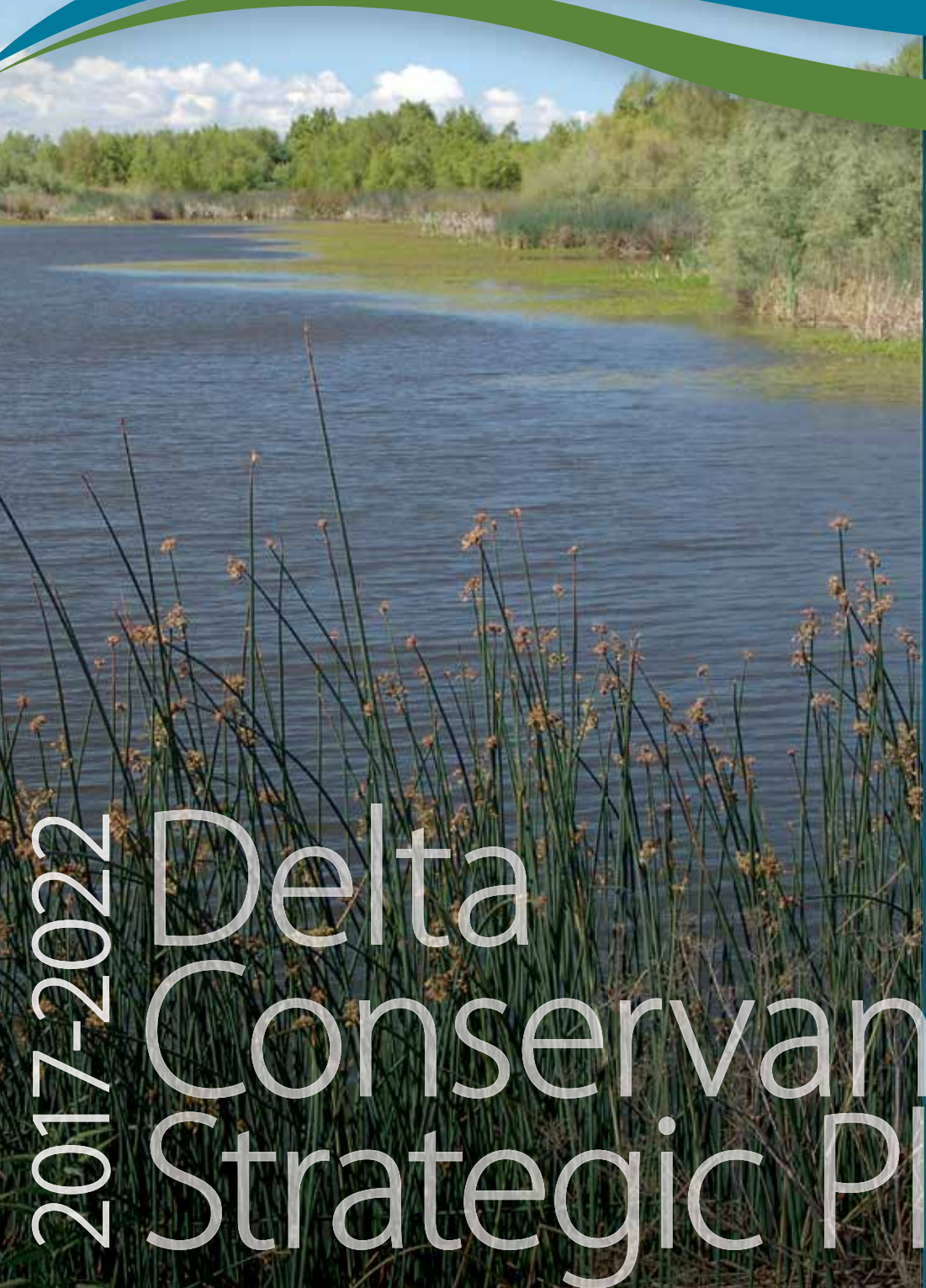
SACRAMENTO–SAN JOAQUIN

DELTA CONSERVANCY

A California State Agency



2017-2022 Delta Conservancy Strategic Plan

2017–2018

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California Secretary for Natural Resources

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Contra Costa County Board of Supervisors

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Jim Frazier (non-voting)
State Assembly, District 11

Liaison Advisors

Steve Chappell
Suisun Resource Conservation District

Martha Ozonoff
Yolo Basin Foundation

Paul Souza
U.S. Fish and Wildlife Service

Stu Townsley
South Pacific Division, U.S. Army Corps of Engineers

Pablo Arroyave
U.S. Bureau of Reclamation

Matt Gerhart
California Coastal Conservancy

Steve Goldbeck
San Francisco Bay Conservation and Development Commission

Charlotte Ambrose
U.S. National Marine Fisheries Service

Mike Villines
Central Valley Flood Protection Board

Erik Vink
Delta Protection Commission

Edmund G. Brown Jr.
Governor

John Laird
Secretary for Natural Resources Agency

Campbell Ingram
Executive Officer
Sacramento-San Joaquin Delta Conservancy

The Conservancy contracted with an external team lead by Kearns & West, Inc. to assist with preparation of this plan. The team members are:

J. Michael Harty, Project Director ..... Kearns & West, Inc.
Sam Magill, Outreach Lead ..... Kearns & West, Inc.
Briana Seapy, Project Manager..... Kearns & West, Inc.
Michelle Orr..... ESA PWA
Ramona Swenson ..... ESA PWA
Ellen Cross .....Strategy Driver, Inc.
Charles Gardiner .....Catalyst Group, Inc.

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Executive Summary

The Sacramento-San Joaquin Delta Reform Act of 2009 established the statutory framework for the Conservancy to oversee actions that would result in mutual benefits to the Delta's ecosystem and economy. With hard work and diligence, the Conservancy has successfully embarked upon this statutory mission. The Strategic Plan not only acts as a roadmap for enhancing the Delta's ecosystem and economy, but also builds off past successes to carry the Conservancy's mission forward during the next five years (2017-2022).

A Foundation of Success

Working collaboratively with the Delta community and agencies, the Conservancy has built a solid foundation of success since it was established in 2010. The implementation of the Proposition 1 Grant Program has awarded almost $5.9 million in funding for 8 projects, and the Conservancy has also secured $7 million in funding from other diverse sources to support high priority efforts. The Conservancy's commitment to collaborative planning has produced successful regional planning efforts, a Delta marketing plan and tourism infrastructure, and a network to support watershed health. Other initiatives have included invasive species control, mapping and pilot projects, tracking tools for habitat improvement projects, and the approval of a new wetland protocol for greenhouse gas emission offset credits.

The Next Five Years

The Conservancy's strategy for the next five years reflects a commitment to focus, momentum, and accountability and its accomplishments provide the groundwork for the Conservancy's future success to build upon. A successful Conservancy will have fostered its role as a valued partner in the Delta region while continuing to advance successful projects and initiatives that protect, enhance, and restore the Delta's economy, agriculture, working landscapes, and environment. To achieve this vision and meet its goals, the Conservancy has set clear and measurable objectives and performance measures to ensure accountability, measure success, and inform future decision-making.

THE CONSERVANCY'S MISSION:

Working collaboratively and in coordination with local communities, the Conservancy will lead efforts to protect, enhance, and restore the Delta's economy, agriculture and working landscapes, and environment for the benefit of the Delta region, its local communities, and the citizens of California.

Three Strategic Goals

The Conservancy has set three strategic goals that reflect its mission and priorities:

Goal 1: Delta Agricultural and Economic Enhancement -

Promote multi-benefit Delta working landscapes and a robust Delta tourism economy, in collaboration with local stakeholders and the Delta Protection Commission, to enhance the unique cultural, recreational, natural resource, and agricultural values of the Delta.

Goal 2: Delta Ecosystem Viability -

Fund and implement high priority projects that increase Delta ecosystem viability through sustaining critical habitat, restoring ecological function, improving water quality, protecting listed species, increasing ecosystem diversity, and managing for climate change; and continue to work collaboratively to define multi-benefit restoration objectives.

Goal 3: Conservancy Organizational Strength and Sustainability -

Cultivate a durable and effective organization via strategic collaboration, effective staffing and management, and long-term financial planning.

For each goal there is a ***Description of Success***, as well as detailed ***Objectives***, ***Performance Measures***, and ***Metrics*** that reflect the Conservancy's commitment to outcomes and accountability. An annual Implementation Plan will provide detail regarding activities related to specific projects to achieve these goals and will serve as a tool for ongoing planning dialogues between the Conservancy's Board and staff.

The following table summarizes the 2017-2022 Strategic Plan's Organization.

GOAL 1: Delta Agricultural and Economic Enhancement	GOAL 2: Delta Ecosystem Viability	GOAL 3: Conservancy Organizational Strength and Sustainability
Description of Success	Description of Success	Description of Success
Objectives by Category	Objectives by Category	Objectives by Category
Delta Economic and Agricultural Enhancement Ecosystem Restoration and Protection Grants and Funding	Ecosystem Restoration and Protection Delta Economic and Agricultural Enhancement Grants and Funding	Administration Grants and Funding
Performance Measures and Metrics	Performance Measures and Metrics	Performance Measures and Metrics

Community Involvement, Outreach and Engagement

The success of this plan is centered on the Conservancy's commitment to meaningful involvement of the Delta community. This commitment has been a guiding principle for the Conservancy since it was established and is at the heart of its identity as a reliable collaborator, effective convener, and valued partner. The fundamentals of partnering and coordinating with the Delta community are interwoven with the goals, objectives, and performance measures that comprise this plan.

A copy of this Strategic Plan can be found at the Conservancy's website: **http://www.deltaconservancy.ca.gov**. A printed copy may be requested by contacting the Conservancy at **contact@deltaconservancy.ca.gov** or by phone via (916) 375-2084.

DELTA CONSERVANCY 2017 STRATEGIC PLAN – GOALS & OBJECTIVES

GOAL 1: Delta Agricultural and Economic Enhancement

Objectives by Category

Delta Economic and Agricultural Enhancement

1. Work directly with local land owners, farmers, and others to analyze the state of Delta agriculture and identify priority agricultural investments and economic offset strategies for agricultural land conversions
2. Establish an agricultural stakeholder group to consult on agricultural sustainability strategy identification and evaluation; and on agricultural sustainability project planning, prioritization, and implementation
3. Support the Delta Marketing Task Force and Delta Protection Commission in identifying and securing funding to implement priority objectives in the Five-Year Delta Marketing Plan in cooperation with local business stakeholders

Ecosystem Restoration and Protection

4. Support water quality improvements on working lands by coordinating with agencies and local interests to identify and implement best management practices
5. Increase accessibility and utility of regional water quality data

Grants and Funding

6. Fund Proposition 1-eligible agricultural sustainability projects that provide ecosystem and/or watershed protection and/or restoration benefits
7. Identify, track, and pursue funding opportunities to support implementation of agricultural analysis-identified priority investments
8. Identify, track, and pursue funding to support implementation of priority objectives in the Five-Year Delta Marketing Plan, recreation and tourism projects, and historical preservation projects

GOAL 2: Delta Ecosystem Viability

Objectives by Category

Ecosystem Restoration and Protection

1. Protect, restore, or enhance habitat and improve water quality through implementation of grant-funded projects
2. Strengthen the coordination of water quality monitoring, data integration, implementation of best management practices, and environmental education efforts in partnership with existing Delta watershed efforts
3. Complete regional restoration strategies and priorities for the Cache Slough Complex and for additional region(s) in coordination with Delta stakeholders; collaborate with partners to implement high priority projects identified in regional plans
4. Determine appropriate conditions under which the Conservancy would consider land ownership/management
5. Continue to implement an invasive species control program and implement other on-the-ground projects to protect, restore, or enhance Delta habitat

Delta Economic and Agricultural Enhancement

6. Collaborate with Delta interests and agencies to develop programs and promote incentives for land management projects that reduce carbon emissions
7. Evaluate public use opportunities on public land in the Delta and make recommendations on how to improve opportunities for recreation and education

Grants and Funding

8. Fund Proposition 1-eligible projects that provide ecosystem protection, restoration, and enhancement; water quality; and/or water-related agricultural sustainability benefits
9. Seek funding and project development resources for high priority restoration projects identified through regional planning efforts

GOAL 3: Conservancy Organizational Strength and Sustainability

Objectives by Category

Administration

1. Provide a safe, creative, inspiring, and equitable working environment for staff and management consistent with state standards
2. Employ management practices to empower staff creativity, increase staff retention, and promote organizational capabilities to match the diverse needs of the Delta community
3. Develop a staff succession plan to ensure the efficient transfer of institutional knowledge
4. Continuously evaluate and improve organizational efficiency, programmatic structure, and workplace environment
5. Enable effective and sustainable Conservancy operation within the Delta community by strengthening existing partnerships and developing lasting new partnerships with Delta agencies and local interests
6. Increase awareness of the Conservancy's achievements among funders, partners, and the public through in-person outreach, social media, and other methods

Grants and Funding

7. Diversify and expand funding sources to adequately support program work, sustain current staff, and grow staff as needed to meet program needs and Conservancy goals
8. Identify and plan for potential long-term funding scenarios to position the Conservancy to sustain and grow its programs via future bonds or other funding sources
9. Promote Conservancy goals and objectives through Board engagement to constructively support Conservancy funding efforts including the pursuit of bond funding

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I. Introduction

The Sacramento-San Joaquin Delta Reform Act of 2009 established the statutory framework for the Conservancy to oversee actions that would result in mutual benefits to the Delta's ecosystem and economy.[1] With hard work and diligence, the Conservancy has successfully embarked upon this statutory mission. The Strategic Plan not only acts as a roadmap for enhancing the Delta's ecosystem and economy, but also builds off past successes to carry the Conservancy's mission forward during the next five years (2017-2022).

THE CONSERVANCY'S MISSION:

Working collaboratively and in coordination with local communities, the Conservancy will lead efforts to protect, enhance, and restore the Delta's economy, agriculture and working landscapes, and environment for the benefit of the Delta region, its local communities, and the citizens of California.

The Conservancy's strategy for continued progress and success is built around focus, momentum, and accountability for delivering results. **Focus** is reflected in three goals and concrete objectives described in Section II. **Momentum** is reflected in the commitment to realizing the benefits of collaborative investments in existing projects and programs (see below) along with new initiatives. **Accountability** is reflected in a commitment to performance measures associated with each Goal, ongoing assessment of progress, and openness to learning and adaptation.

The Conservancy will implement its three-pronged strategy over the next five years through the following projects, initiatives, and programs:

- Putting its Proposition 1 grant funding authorization of $50 million to work for the Delta through planning and implementation of (1) ecosystem protection, restoration, and enhancement, (2) water quality, or (3) water-related agricultural sustainability projects that lead to measurable outcomes;
- Maintaining its role as a leader for comprehensive regional planning for the advancement of proposition 1 eligible projects by completing the Cache Slough regional planning effort and initiating similar efforts in other locations;
- Supporting current programs and initiatives such as Arundo control, the Delta Mercury Exposure Reduction Program, the Delta Restoration Network, and project trackers that are consistent with the goals and objectives in this Plan (these projects are discussed starting on page 9);
- Coordinating the implementation of the Five-Year Marketing Strategy that promotes measurable economic success across the Delta through collaboration with the Delta Marketing Taskforce, in partnership with the Delta Protection Commission;
- Continuing to strengthen the Conservancy as an effective, efficient organization through its staffing, procedures, structure, and consistent commitment to meaningful external engagement;

1 For details on the Delta Conservancy's legislative statutes, reference the following webpage: **http://www.deltaconservancy.ca.gov/legislation**

- Continuing to secure new funding to support its goals and objectives; and
- Exploring the conditions under which the Conservancy might assume land ownership or management responsibilities.

A Foundation for Future Success

The Conservancy's successes since it was established in 2010 serve as the foundation for decision-making and action during the next five years. Key accomplishments include:

Proposition 1 Grant Program

Proposition 1, the Water Quality, Supply, and Infrastructure Improvement Act of 2014, allocated $50 million for competitive grants to be awarded by the Conservancy to support multi-benefit ecosystem and watershed protection and restoration projects in accordance with statewide priorities.[2] The Board and staff established a successful grant program with three focal areas: 1) ecosystem protection, restoration, and enhancement, (2) water quality, and (3) water-related agricultural sustainability.

The Conservancy has administered two rounds of grants, awarding $5.9 million for eight proposals in the 2015/2016 fiscal year and $4.4 million for four proposals in the 2016/2017 fiscal year. Specific funded activities include: restoration of upland, floodplain, and wetland ecosystems; enhancement of agricultural land and wetlands; acquisition of flood and conservation easements; and planning efforts for restoration projects and water quality improvements on working lands. The third grant solicitation is scheduled for Summer 2017.

Diversified Funding Sources

The Conservancy sought and was awarded more than $7 million in funding from multiple sources, including:

- U.S. Department of Commerce Economic Development Administration to support a Delta marketing campaign
- S.D. Bechtel, Jr. Foundation for the Delta Dialogue and Data Platform Proof of Concept projects
- U.S. Environmental Protection Agency to enhance restoration project tracking, and for advancing reporting of performance measures for wetland restoration projects within the EcoAtlas platform
- U.S. Bureau of Reclamation Bay-Delta Fund for environmental education and outreach
- California Department of Water Resources for giant reed (Arundo) control and restoration

Relationships, Outreach and Engagement

The Conservancy has developed partnerships with the diverse Delta community in addition to state, local, and federal agencies. Maintaining and expanding these relationships will continue to be key to the Conservancy's ongoing success. Consistent with its 2012 Plan, the Conservancy has been a leader "through collaboration and cooperation with others."[3] The Delta Marketing Project, the Delta Restoration Network, and regional integrated restoration planning efforts are examples of the Conservancy's commitment to collaborative engagement with all interested stakeholders in decision-making processes.

2 See California Water Code, Sections 79730, 79731
3 2012 Delta Conservancy Strategic Plan p. 31

Collaborative Planning

The Conservancy is leading comprehensive regional planning that began in 2016 for the advancement of Proposition 1 eligible projects for the Cache Slough Complex. This pilot effort is developing a restoration strategy that integrates habitat restoration, water quality enhancements, regional flood improvements, and sustainable agriculture in an effort to identify projects that would be eligible for Proposition 1 funding. In Phase I, the collaborative collected information for ecosystems, agriculture, flood protection and water supply to develop a shared understanding of the region's baseline resource conditions and initial indications of eligible projects. Phase II is expected to develop a regional strategy to serve as the basis for on-the-ground restoration projects that are broadly supported by regional stakeholders.

Delta Marketing Project

The Conservancy received a grant from the U.S. Department of Commerce Economic Development Administration to form a Delta Marketing Taskforce and create an infrastructure for the Delta community to manage the Delta's long-term marketing needs. A 5-year Delta Marketing Plan and a tourism-focused website (www.visitcadelta.org) were developed through collaboration with the Taskforce and in partnership with the Delta Protection Commission. These efforts are the second phase of the Delta Awareness Campaign, which started with a collaborative development of a Delta Brand.

Delta Watershed Initiative Network

The Conservancy initiated the Delta Watershed Initiative Network (WIN) in 2014 to focus on watershed protection. The Delta WIN has successfully facilitated a regional network of projects to support healthy watersheds. Projects included coordination of water quality monitoring, improving data integration, and providing environmental stewardship activities such as waterway cleanups in the fall and spring.

Delta Mercury Exposure Reduction Program (MERP)

This project focuses on reducing human health risks from eating fish caught in the Delta that are contaminated with elevated levels of mercury. The Conservancy partnered with the California Department of Public Health, Office of Health Hazard Assessment, and Central Valley Regional Water Quality Control Board on this project. Through this coordination, and working collaboratively with a stakeholder advisory group, Delta MERP has developed and field-tested fish consumption brochures and advisory signs for posting at fishing locations throughout the Delta. Delta MERP anticipates posting approximately 50 signs throughout the Delta in 2017.

Arundo Control and Restoration

The Conservancy is working with multiple partners around the Delta to control Arundo, a non-native invasive grass. Arundo grows along the edges of sloughs and canals in the Delta and restricts shoreline access, creates fire hazards, and displaces native plants and associated wildlife. Project activities include mapping Arundo sites and prioritizing restoration value; identifying potential sites for biological control; and conducting a pilot project for Arundo control and habitat restoration in the Cache Slough Complex and other Delta locations.

This Strategic Plan is consistent with the Delta Stewardship Council's Delta Plan, the Delta Protection Commission's Land Use and Resource Management Plan, the Central Valley Flood Protection Plan, the 2011 Suisun Marsh Habitat Management Plan, and the Suisun Marsh Preservation Act.

Project Tracker (EcoAtlas)

EcoAtlas is a set of tools for generating, assembling, storing, visualizing, sharing, and reporting environmental data and information for effective wetland management. The Conservancy enhanced EcoAtlas' functionalities to accommodate project-tracking needs for the Delta. To date, the Conservancy has uploaded into EcoAtlas hundreds of habitat protection, enhancement, and restoration projects throughout the Bay-Delta region. The Conservancy continues to support ongoing efforts to improve data management and accessibility within EcoAtlas.

Conditions for Success

The following are key resources, actions, decisions, and outcomes that will shape the Conservancy's ability to achieve the goals and objectives of this Plan. While it is not possible to precisely quantify the impact of each condition, or to predict its future occurrence, the conditions identified below reflect a "best guess" about what it will take for the Conservancy to succeed.

- ✓ **Funding –** Diversified and long-term funding, such as that from future bonds or other sources, to support project development and implementation, grant-making, and sufficient staffing.
- ✓ **Staff Capacity –** Adequate and qualified personnel resources, including expertise to effectively manage Conservancy programs and projects.
- ✓ **Community Involvement –** Active participation by the Delta community to help guide Conservancy planning, programs, and projects.
- ✓ **Organizational Cohesion –** Clear roles, responsibilities, and accountability of Conservancy Board and staff for achieving the Conservancy's goals and objectives.

Preparing this Strategic Plan

This Plan reflects extensive input gathered through: electronic surveys targeting four distinct audiences (Conservancy Board members, members of the public, key agency contacts, and Conservancy staff); two public workshops (one held in each the North and South Delta); and in-person meetings with state agency representatives and Conservancy staff. A detailed review of this input process can be found in Appendix A.

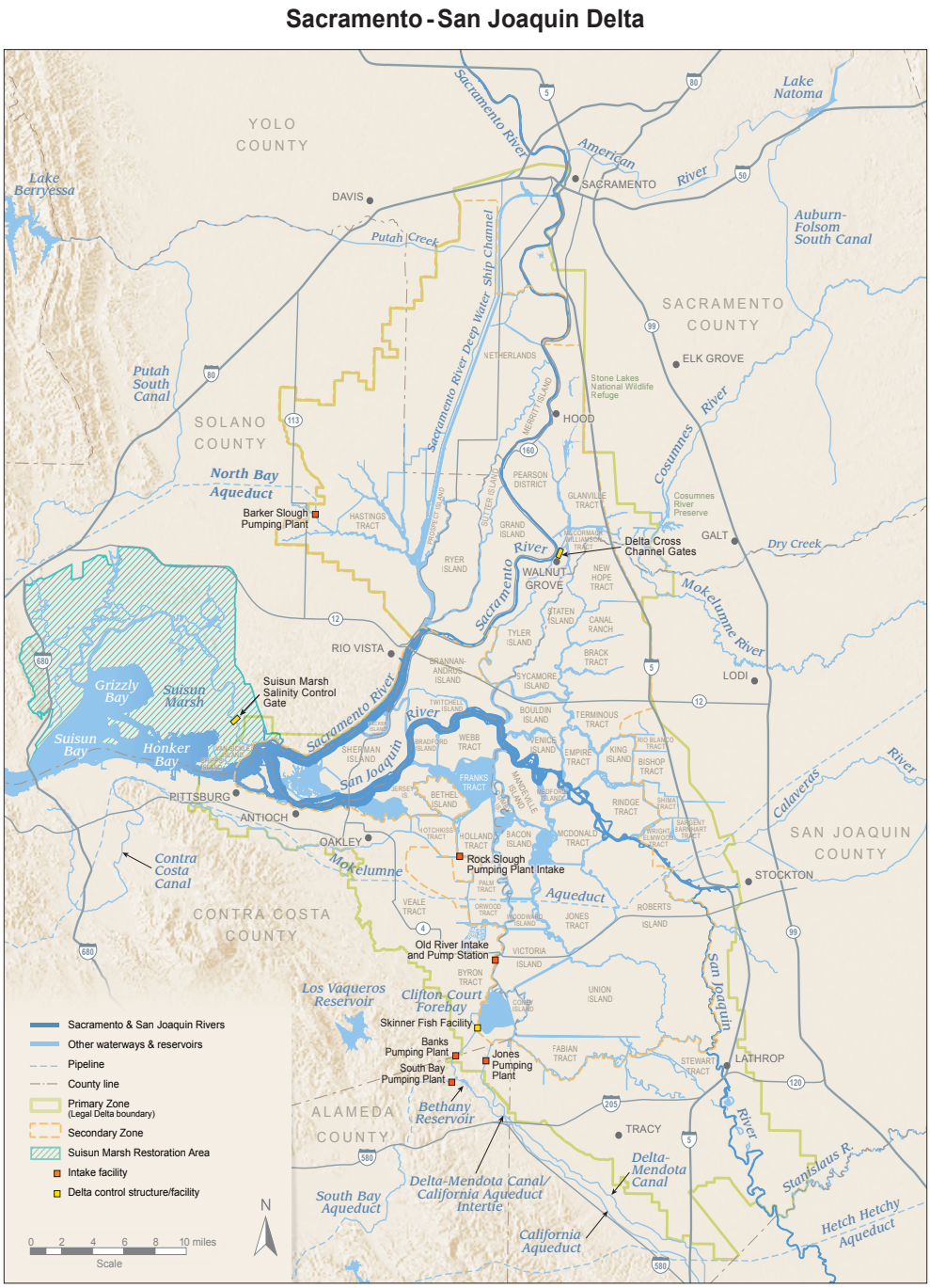

Figure 1. Sacramento-San Joaquin Delta Conservancy Service Area Map

II. Goals and Objectives

This Plan is organized around three goals that reflect the Conservancy's mission. For each goal there is a description of what "success" will look like. Each goal has multiple objectives organized by the categories identified in the table below and a list of performance measures linked to objectives. Table 1 presents an organizing framework for these Plan elements.

Table 1. 2017 Strategic Plan Organization

GOAL 1: Delta Agricultural and Economic Enhancement	GOAL 2: Delta Ecosystem Viability	GOAL 3: Conservancy Organizational Strength and Sustainability
Description of Success	Description of Success	Description of Success
Objectives by Category	Objectives by Category	Objectives by Category
Delta Economic and Agricultural Enhancement Ecosystem Restoration and Protection Grants and Funding	Ecosystem Restoration and Protection Delta Economic and Agricultural Enhancement Grants and Funding	Administration Grants and Funding
Performance Measures and Metrics	Performance Measures and Metrics	Performance Measures and Metrics

THE DELTA COMMUNITY IS:

Delta residents, businesses, agricultural sector, landowners, elected officials, agricultural organizations, conservation organizations, and local, state, and federal agencies.

Community Involvement, Outreach, and Engagement – A Guiding Principle

Effective outreach and engagement are at the core of the Conservancy's mission and the foundation of this Strategic Plan. The Conservancy is committed to consistent, meaningful engagement with the Delta community and its stakeholders. The Conservancy has built its identity as an effective convener and a reliable collaborator by establishing individual relationships, educating the public about the Conservancy and its legislative purpose, defining a meaningful and complementary role among other Delta agencies, and inviting the Delta community to participate in planning and decision-making about habitat protection and economic development. Commitments to partner and coordinate with the Delta community are interwoven throughout the goals, objectives, and performance measures described in this section.

Goal 1:

Delta Agricultural and Economic Enhancement

Promote multi-benefit Delta working landscapes and a robust Delta tourism economy, in collaboration with local stakeholders and the Delta Protection Commission, to enhance the unique cultural, recreational, natural resource, and agricultural values of the Delta.

Success is a Conservancy that is a trusted partner in the Delta agricultural and business communities and supports efforts to increase Delta agricultural and economic well-being, while complementing Delta ecosystem viability.

OBJECTIVES

Delta Economic and Agricultural Enhancement

1. Work directly with local land owners, farmers, and others to analyze the state of Delta agriculture and identify priority agricultural investments and economic offset strategies for agricultural land conversions
2. Establish an agricultural stakeholder group to consult on agricultural sustainability strategy identification and evaluation; and on agricultural sustainability project planning, prioritization, and implementation
3. Support the Delta Marketing Task Force and Delta Protection Commission in identifying and securing funding to implement priority objectives in the Five-Year Delta Marketing Plan in cooperation with local business stakeholders

Ecosystem Restoration and Protection

4. Support water quality improvements on working lands by coordinating with agencies and local interests to identify and implement best management practices
5. Increase accessibility and utility of regional water quality data

Grants and Funding

6. Fund Proposition 1-eligible agricultural sustainability projects that provide ecosystem and/or watershed protection and/or restoration benefits
7. Identify, track, and pursue funding opportunities to support implementation of agricultural analysis-identified priority investments
8. Identify, track, and pursue funding to support implementation of priority objectives in the Five-Year Delta Marketing Plan, recreation and tourism projects, and historical preservation projects

While sufficient funding is an explicit condition for success, strategic pursuit of funding opportunities is an objective identified within each goal to emphasize the Conservancy's commitment to financial stability.

PERFORMANCE MEASURES:

To track the Delta Conservancy's progress, and contribute to broader performance tracking in the Delta, each goal includes a table of performance measures.

PERFORMANCE MEASURES

The performance measures for Goal 1 focus on Conservancy partnerships, analysis, and funding for economic growth and agricultural sustainability. During the next five years, the Conservancy will track its accomplishments and report on its contributions to the broader economic development goals for the region (Table 2).

Table 2. Goal 1 Performance Measures

OBJECTIVES	PERFORMANCE MEASURES	METRICS
1, 2, 6, 7	• Development and maintenance of successful partnership with an agricultural stakeholder group • Preparation of a Delta agricultural analysis in consultation with stakeholder group • Identification/prioritization of agricultural investments and offset strategies in consultation with stakeholder group • Funding secured for agricultural sustainability projects	• Delta agricultural report • Approved/accepted priorities and number of supporting partners • Amount of funding secured/percent of priorities funded • Number of grant projects and total funding
3, 8	• Funding secured for accomplishing objectives of the 5-year Delta Marketing Plan • Strength and value of partnership with DPC and Delta Marketing Task Force	• Number of 5-year Delta Marketing Plan objectives completed • Conservancy contribution to Delta collaborative partnerships
4, 5	• Identify and evaluate best management practices in partnership with the agricultural sector and agencies • Implement Best Management Practices in the Delta in partnership with the agricultural sector and agencies • Increase regional water quality data access	• Identified best management practices • Number and acreage of projects implementing Best Management Practices • Improvements to accessibility and utility of regional water quality data

These performance measures promote the Conservancy's vision of an economically vibrant Delta with a robust agricultural community and a growing tourism and recreation sector.

Goal 2:

Delta Ecosystem Viability

Fund and implement high priority projects that increase Delta ecosystem viability through sustaining critical habitat, restoring ecological function, improving water quality, protecting listed species, increasing ecosystem diversity, and managing for climate change; and continue to work collaboratively to define multi-benefit restoration objectives.

Success is a Conservancy that leads locally-supported habitat conservation and water quality improvements in the Delta through collaboration with local stakeholders and agencies to define and implement restoration priorities.

OBJECTIVES

Ecosystem Restoration and Protection

1. Protect, restore, or enhance habitat and improve water quality through implementation of grant-funded projects
2. Strengthen the coordination of water quality monitoring, data integration, implementation of best management practices, and environmental education efforts in partnership with existing Delta watershed efforts
3. Complete regional restoration strategies and priorities for the Cache Slough Complex and for additional region(s) in coordination with Delta stakeholders; collaborate with partners to implement high priority projects identified in regional plans
4. Determine appropriate conditions under which the Conservancy would consider land ownership/ management
5. Continue to implement an invasive species control program and implement other on-the-ground projects to protect, restore, or enhance Delta habitat

Delta Economic and Agricultural Enhancement

6. Collaborate with Delta interests and agencies to develop programs and promote incentives for land management projects that reduce carbon emissions
7. Evaluate public use opportunities on public land in the Delta and make recommendations on how to improve opportunities for recreation and education

Grants and Funding

8. Fund Proposition 1-eligible projects that provide ecosystem protection, restoration, and enhancement; water quality; and/or water-related agricultural sustainability benefits
9. Seek funding and project development resources for high priority restoration projects identified through regional planning efforts

PERFORMANCE MEASURES

The performance measures for Goal 2 focus on partnerships and funding for the planning, protection, restoration, and management of priority habitats and water quality improvements (Table 3).

Table 3. Goal 2 Performance Measures

OBJECTIVES	PERFORMANCE MEASURES	METRICS
1, 2, 5	• Habitat restoration, enhancement, and improvement projects	• Number of projects and partnerships for habitat restoration, invasive species management, watershed protection, or water quality enhancement • Acres of protected, restored, or enhanced land by habitat and location • Acres with Best Management Practices and/or other management techniques for water quality and weed treatment/invasive species control
3	• Comprehensive regional planning for advancement of Proposition 1 eligible projects	• Completed comprehensive regional planning for advancement of Proposition 1 strategies • Number of ecosystem restoration-focused partnerships and collaborations • Number of projects implementing regional strategies
4	• Analysis of Conservancy land ownership and management options	• Completion and approval of land ownership and management analysis
6, 7	• Effective carbon sequestration project implementation in partnership with the agricultural sector • Analysis of recreational and educational opportunities and recommendations to improve	• Number/locations of projects • Dollars invested in multi-benefit carbon sequestration, recreation, and education • Acres with subsidence reversal or carbon sequestration practices • Carbon sequestered and offset revenue realized • Completed analysis of and recommendations regarding recreational and education opportunities • Number/distribution of recreational and educational projects implemented
8, 9	• Funding for projects that provide ecosystem and/or watershed protection and/or restoration benefits • Long-term funding capacity and stability	• Number of projects funded and total funding • Stable or upward trends in funding • Number and diversity of funding sources

The Conservancy envisions that implementation of habitat restoration projects and Best Management Practices in priority areas will increase habitats that support native resident and migratory Delta species, enhance water quality, and decrease invasive nonnative species while considering impacts to agricultural sustainability. Conservancy-funded projects will have quantifiable performance measures that utilize adaptive management to generate conservation outcomes and lessons learned.

Goal 3:

Conservancy Organizational Strength and Sustainability

Cultivate a durable and effective organization via strategic collaboration, effective staffing and management, and long-term financial planning.

Success is a Conservancy that is an indispensable partner in solving complex problems in the Delta; that is empowered to effectively engage the Delta community and successfully advance the goals of the organization; and that secures sufficient funding in the near- and long-term to sustain and meet program needs.

OBJECTIVES

Administration

1. Provide a safe, creative, inspiring, and equitable working environment for staff and management consistent with state standards
2. Employ management practices to empower staff creativity, increase staff retention, and promote organizational capabilities to match the diverse needs of the Delta community
3. Develop a staff succession plan to ensure the efficient transfer of institutional knowledge
4. Continuously evaluate and improve organizational efficiency, programmatic structure, and workplace environment
5. Enable effective and sustainable Conservancy operation within the Delta community by strengthening existing partnerships and developing lasting new partnerships with Delta agencies and local interests
6. Increase awareness of the Conservancy's achievements among funders, partners, and the public through in-person outreach, social media, and other methods

Grants and Funding

7. Diversify and expand funding sources to adequately support program work, sustain current staff, and grow staff as needed to meet program needs and Conservancy goals
8. Identify and plan for potential long-term funding scenarios to position the Conservancy to sustain and grow its programs via future bonds or other funding sources
9. Promote Conservancy goals and objectives through Board engagement to constructively support Conservancy funding efforts including the pursuit of bond funding

PERFORMANCE MEASURES

The performance measures for Goal 3 focus on Conservancy staff continuity and effectiveness, organizational visibility, and funding stability (Table 4).

Table 4. Goal 3 Performance Measures

OBJECTIVES	PERFORMANCE MEASURES	METRICS
1, 2, 3, 4	• Staff creativity and retention • Employee development and satisfaction	• Staff organization/skills aligned with goals • Staff satisfaction as shown through employee survey/exit interviews
5, 6	• Promotional materials, annual reports, etc. • In-person outreach to stakeholders and the public • Web and social media presence • Promotion of Conservancy activities and goals • Strength and depth of partnerships and engagement	• Materials developed/updated annually • Number of events or outreach methods • Number of sign-ups to mailing list • Number of active participants in public meetings • Hits, follows, comments • Opportunities presented for stakeholder engagement
7, 8, 9	• Long-term funding capacity and stability	• Trends in funding for core capabilities and for project grants • Number and diversity of funding sources

Goal 3 performance measures focus primarily on the organizational sustainability of the Conservancy and strong collaboration. Building the skills and resources of the Conservancy will improve and support effective and lasting partnerships with agencies and local interests to address the complex opportunities and challenges in the Delta.

III. Implementation

The Delta Conservancy will use the Strategic Plan to provide overarching guidance for its projects, programs, and initiatives. Annually, the Conservancy will develop an Implementation Plan that details how it will achieve the goals and objectives of this Strategic Plan and assess progress via the performance measures. Twice a year, the Conservancy Board will review this Strategic Plan to re-focus on-going Conservancy efforts. At least every five years, the Conservancy will update its Strategic Plan.

The Conservancy will continue to operate in a manner consistent with the core principle of meaningful outreach and engagement with Delta agencies and local interests.

Appendix A:

Strategic Plan Development

This Strategic Plan has been developed through a multi-phase process that reflects the Conservancy's commitment to collaboration, consultation, and transparency.

The planning process incorporated elements from the 2012 Strategic Plan development while accommodating the context of 2016-2017:

- In Phase I, the Strategic Plan team consulted extensively with the Conservancy's Executive Officer and staff about experiences with outreach and engagement since 2012 and current Conservancy structure and policy priorities.
- Based on Phase I dialog, Phase II involved gathered input via three approaches: (1) multiple online surveys for the Conservancy Board, Delta agencies, and other stakeholders and the interested public; (2) two public workshops in the Delta; and (3) agency-specific individual interviews involving the Conservancy's Executive Officer and Deputy Executive Officer and key managers for other Delta agencies. The Strategic Plan team compiled all information gathered in Phase II into a summary document that was presented to the Board for discussion on January 25, 2017.
- In Phase III, the Strategic Plan team prepared a draft for Board review prior to being posted online for comments. The Board offered feedback about the draft at its meeting on April 26, 2017. The revised draft was posted for public comment on the Conservancy's web page for 45 days, beginning May 8, 2017.
- In Phase IV, Conservancy staff considered all comments received to date and finalized the draft Strategic Plan. The Board adopted the Strategic Plan at its meeting on July 26, 2017.

Appendix B:

Important Delta Conservancy Documents

The Delta Conservancy's 2017 Strategic Plan was developed with the following documents serving as a foundation and a guide for consistency.

The Delta Conservancy's 2012 Strategic Plan:
http://deltaconservancy.ca.gov/docs/Delta_Conservancy_Strategic_Plan_Designed_20June2012.pdf

The Delta Conservancy's Legislative Statutes:
http://deltaconservancy.ca.gov/legislation/

The Delta Plan:*
http://deltacouncil.ca.gov/delta-plan-0

The Delta Protection Commission's Land Use and Resources Management Plan for the Primary Zone of the Delta:*
http://www.delta.ca.gov/files/2016/10/Land-Use-and-Resource-Management-Plan-2.25.10_.pdf

The Central Valley Flood Protection Plan:*
http://www.water.ca.gov/cvfmp/

The Suisun Marsh Management Plan:*
https://www.wildlife.ca.gov/Regions/3/Suisun-Marsh

The Suisan Marsh Preservation Act:*
http://www.bcdc.ca.gov/plans/suisun_marsh_preservation_act.html

* The Conservancy's enabling legislation requires its Strategic Plan to be consistent with each of these documents.

Appendix C:

Delta Conservancy's Legislative Responsibilities

The Delta Conservancy was established as part of SBX7 1, enacted in November 2009, to carry out two mandates beginning in February 2010:

- Act as a primary state agency to implement ecosystem restoration in the Delta (§32320(a)), and
- Support efforts that advance environmental protection and the economic well-being of Delta residents (§32320(b)).

For the Delta Conservancy, supporting efforts that advance environmental protection and the economic well-being of Delta residents can be thought of as "coequal" responsibilities.

The Legislature directed that the Conservancy's role of providing support include efforts that:

1. Protect and enhance habitat and habitat restoration
2. Protect and preserve Delta agriculture and working landscapes
3. Provide increased opportunities for tourism and recreation in the Delta
4. Promote Delta legacy communities and economic vitality in the Delta, in coordination with the Delta Protection Commission
5. Increase the resilience of the Delta to the effects of natural disasters such as floods and earthquakes, in coordination with the Delta Protection Commission
6. Protect and improve water quality
7. Assist the Delta regional economy through the operation of the Conservancy's program
8. Identify priority projects and initiatives for which funding is needed
9. Protect, conserve and restore the region's physical, agricultural, cultural, historical and living resources
10. Assist local entities in the implementation of their habitat conservation plans (HCPs) and natural community conservation plans (NCCPs)
11. Facilitate take protection and safe harbor agreements under the federal Endangered Species Act of 1973 (16 U.S.C. §1531 et seq.), the California Endangered Species Act (Chapter 1.5, commencing with §2050, of Division 3 of the Fish and Game Code) and the Natural Community Conservation Planning Act (Chapter 10, commencing with §2800, of Division 3 of the Fish and Game Code) for adjacent landowners and local public agencies, and
12. Promote environmental education through grant funding

The Legislature also directed the Conservancy to "undertake efforts to enhance public use and enjoyment of lands owned by the public" when supporting such efforts. (§32322(c))

Notes

SACRAMENTO–SAN JOAQUIN

DELTA CONSERVANCY

A California State Agency

1450 Halyard Drive, Suite 6

West Sacramento, CA 95691

(916) 375-2084 Fax: (916) 375-4948

Email: contact@deltaconservancy.ca.gov

Website: deltaconservancy.ca.gov