

Strategic Plan Update



Toolkit for Stakeholder and Public Involvement*

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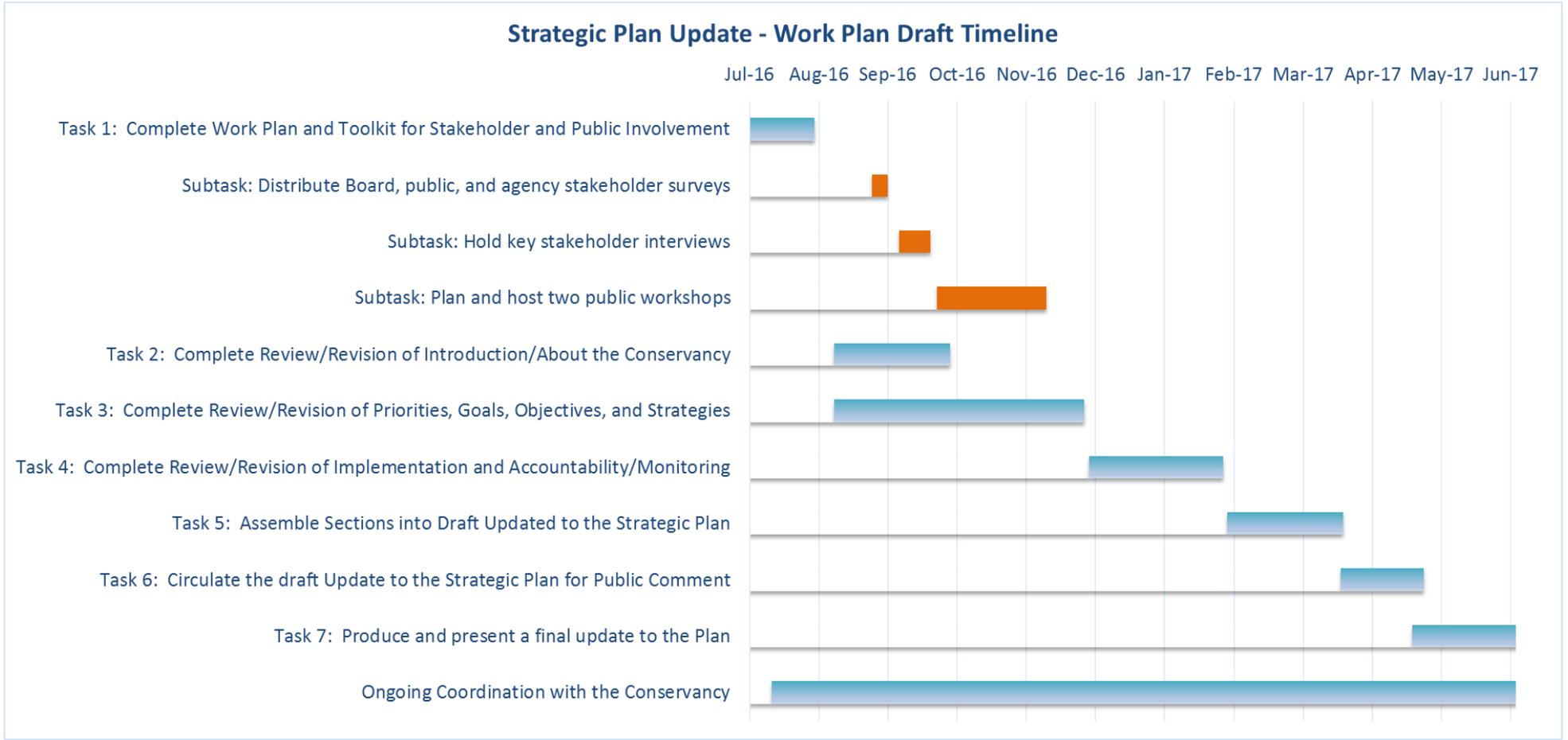
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The following toolkit is designed to guide the Sacramento San Joaquin Delta Conservancy in gathering stakeholder and public input on the development of the Conservancy’s 2017 Strategic Plan Update. The ‘tools’ within this document are designed to solicit a breadth and depth of stakeholder input that will contribute to a useful and accessible Strategic Plan Update.

*All of the following draft toolkit content is preliminary and subject to SSJDC staff and Board review.

Draft Work Plan

The following Gantt chart outlines the Strategic Plan Update timing by task. Timeframes colored in orange indicate that the specific schedule is still under development. Please see the attached document *Draft Conservancy Strategic Plan Workplan_7-29-16* for additional details.



Draft Guiding Principles

The following bullets outline principles that will guide the development of the SSJDC 2017 Strategic Plan Update:

- **Transparent** – the SSJDC will ensure that the process for gathering input and preparing options and drafts of an updated Strategic Plan is transparent and understandable, and that there are opportunities for input from stakeholders and the interested public
- **Proactive** – SSJDC will solicit input early to identify and address stakeholder perspectives and priorities.
- **Practical** – The updated Plan will reflect the Conservancy’s experience since 2012 as well as its mandates, and will emphasize attainable goals and timelines.
- **Accessible** – SSJDC will craft a concise document that can be easily accessed, read and understood.

Draft SSJDC Board Members Survey

The following survey questions are designed to solicit SSJDC Board feedback on Strategic Plan Update priorities and interests. All Board members (Voting, Liaison Advisors, Ex Officio) will be invited to participate in the survey. A limited number of focused follow up interviews will provide an opportunity to explore key themes or proposals.

Introduction: The following survey is designed to gather input from members of the Conservancy’s Board that will inform development of an updated Strategic Plan. Please carefully review the existing [Strategic Plan](#) and [FY 15-16 Implementation Plan](#) prior to completing the survey. Reviewing these documents and completing the survey is estimated to take between 45 and 60 minutes. Your responses will be closely reviewed by Conservancy staff and the Strategic Plan Update consultant, Kearns & West. Your feedback is a key source of information for developing an implementable 2017 Strategic Plan Update.

The 2012 Strategic Plan identifies six Goals and associated Objectives:

Conservancy Strategic Plan: Goals & Objectives
Goal: Establish the Conservancy as a valuable partner with Delta growers, agriculture-related businesses, and residents in protecting and enhancing the Delta’s agricultural and working landscapes and sense of place
Objective 1.1: Collaborate with others to develop educational materials, promotional materials and visual representations of the Delta that enhance and communicate a sense of place and promote Delta products
Objective 1.2: Assist in enhancing Delta agriculture
Objective 1.3: Aid in protecting and improving water quality to protect the Delta ecosystem and economy
Objective 1.4: Support implementation of plans and programs of federal, state and local agencies to provide flood resilience from subsidence and catastrophic events in coordination with the Delta Protection Commission and the Department of Water Resources
Objective 1.5: Promote integration of Delta agriculture with other elements of the Conservancy’s mission
Goal: Lead economic enhancement activities that support the Delta ecosystem and economy
Objective 2.1: Develop economic enhancement proposals and projects in collaboration with existing governmental and non-governmental entities, residents and private enterprises
Objective 2.2: Investigate mechanisms for mitigating impacts to agriculture from projects that enhance recreation and tourism or habitat restoration
Goal: Lead efforts in protecting, enhancing and restoring the Delta ecosystem in coordination with other governmental and non-governmental entities and citizens in the Delta
Objective 3.1: Identify restoration priorities in collaboration with existing federal, state, regional and local governmental and non-governmental entities engaged in Delta restoration
Objective 3.2: Lead Delta ecosystem restoration activities consistent with Conservancy authorities, the Delta Plan and other regional plans and guidance, through a voluntary Delta Restoration Network, and based on adaptive management
Objective 3.3: Identify appropriate and feasible opportunities for direct Conservancy sponsorship of, or participation in, ecosystem restoration projects
Objective 3.4: Provide for long-term stewardship of restored landscapes to ensure that the conservation values of each location are preserved and maintained over time
Objective 3.5: Assess the potential for Conservancy-led habitat restoration and compatible recreational and tourism development of publicly owned lands, and implement feasible projects as funding is available
Objective 3.6: Provide incentives and acknowledgement to private landowners who maintain and create wildlife habitat on private lands
Objective 3.7: Implement restoration projects that provide compatible economic use for landowners or adjacent businesses
Goal: Establish the Conservancy as a leader in gathering and communicating scientific and practical information

about the Delta ecosystem and economy
Objective 4.1: Gather and communicate additional technical expertise on matters relevant to the Conservancy’s mission
Objective 4.2: Create an open repository for information and analysis pertinent to the Conservancy’s mission
Objective 4.3: Determine long-term information needs of the Conservancy
Objective 4.4: Promote shared understanding of key issues related to agriculture, the Delta economy, and restoration based on accurate information
Goal: Create an effective organization based on principles of community service, collaboration, coordination, appropriate transparency, and efficient use of resources to fulfill the Conservancy’s mission and deliver its programs
Objective 5.1: Provide a safe, creative, inspiring, and equitable working environment for staff and management consistent with state standards.
Objective 5.2: Develop 5- and 10-year work and staffing plans to fully implement the goals and objectives of this Strategic Plan
Objective 5.3: Establish through actions a “Delta Conservancy” way of doing business, including the use of performance measures
Objective 5.4: Use financial, staff, and Board resources efficiently and effectively
Goal: Establish a stable, diversified, and self-sustaining funding base for the Conservancy
Objective 6.1: Establish funding from multiple, diverse state and federal government sources
Objective 6.2: Develop private revenue sources
Objective 6.3: Complete the Conservancy’s own near-term Delta Regional Finance Plan to guide development of a funding base

Questions:

- Q1: How often and for what purpose have you used or referenced the 2012 Strategic Plan during your tenure on the SSJDC Board?
- Q2: What parts or sections of the 2012 Plan have been most valuable? Least valuable? Please provide details to explain your responses.
- Q4: Looking ahead to the Conservancy’s next five years, please identify your high priority objectives and low priority objectives from the 2012 Plan (above) for the following key Conservancy program and policy areas: Economic Development, Ecosystem Restoration, and Education and Outreach. Please rank high priority objectives based on your sense of their relative value and your understanding of Conservancy capacity and resources.
 - ▶ Economic Development: High Priorities (up to 5), Low Priorities (up to 5)
 - ▶ Ecosystem Restoration: High Priorities (up to 5), Low Priorities (up to 5)
 - ▶ Education and Outreach: High Priorities (up to 5), Low Priorities (up to 5)
- Q6: What would you most like to see the Conservancy accomplish over the next 5 years considering staff and funding realities?
- Q7: Please take a moment to share any other thoughts on the 2017 Strategic Plan Update.

Name:

Email:

Phone:

Thank you for helping guide the Conservancy’s future – your input is much appreciated.

Draft SSJDC Distribution List Survey

The following preliminary survey questions are designed for the broad SSJDC distribution list public audience as an opportunity to inform the Strategic Plan Update process prior to public workshops. Participation is entirely voluntary. Survey responses will be summarized and may be used to inform the update process, but no responses will be attributed publicly.

Introduction: The Sacramento San Joaquin Delta Conservancy is in the process of updating its 2012 [Strategic Plan](#). This update will consider public perspectives about priorities and measuring progress and success. Please take 15 minutes to complete the following survey. Information from individual responses will not be attributed publicly. Your assistance is appreciated.

The Conservancy identified six Goals in its 2012 Strategic Plan:

Goal: Establish the Conservancy as a valuable partner with Delta growers, agriculture-related businesses, and residents in protecting and enhancing the Delta's agricultural and working landscapes and sense of place

Goal: Lead economic enhancement activities that support the Delta ecosystem and economy

Goal: Lead efforts in protecting, enhancing and restoring the Delta ecosystem in coordination with other governmental and non-governmental entities and citizens in the Delta

Goal: Establish the Conservancy as a leader in gathering and communicating scientific and practical information about the Delta ecosystem and economy

Goal: Create an effective organization based on principles of community service, collaboration, coordination, appropriate transparency, and efficient use of resources to fulfill the Conservancy's mission and deliver its programs

Goal: Establish a stable, diversified, and self-sustaining funding base for the Conservancy

As you respond to the survey questions it may be useful to consider your (organization's) experience with the Conservancy since 2012 in the context of these Goals. Information from individual responses will not be attributed publicly. Your assistance is appreciated.

Questions:

- Q1: In a broad sense, what has been the Conservancy's most significant accomplishment or success since 2012?
- Q2: Since 2012, what Conservancy actions, programs, or policies do you consider to be the most valuable? Why?
- Q3: What has been the Conservancy's greatest challenges since 2012?
- Q4: Since 2012, what Conservancy actions, programs, or policies do you consider to be the least valuable? Why?
- Q5: What action, program, or policy do you recommend that the Conservancy make a priority for the next five years?
- Q6: Is there any action, program, or policy in which the Conservancy should not invest time and resources over the next five years? If so, what and why?

- Q7: Looking at the six Goals in the 2012 Plan (above), what recommendations would you have for goals in the Updated Strategic Plan? For example:
 - ▶ Are there too many goals? Too few?
 - ▶ Are these the right goals? Do you have suggestions for revising or updating the 2012 goals?
- Q8: Please take a moment to share any other thoughts on the Conservancy's 2017 Strategic Plan Update.

Name:

Email:

Phone:

Organization (please write N/A if irrelevant):

May we contact you with any questions related to your survey responses?: Y/N

Thank you for helping guide the Conservancy's future – your input is much appreciated. Stay tuned for public workshops on the Strategic Plan Update, tentatively expected in Fall, 2016.

Draft Key Agency Stakeholder Survey

The following preliminary survey questions are designed for a key agency stakeholder audience as an opportunity to inform the Delta Conservancy’s Strategic Plan Update. A limited number of follow-up interviews may add to the value of survey responses.

Introduction: The Sacramento San Joaquin Delta Conservancy is in the process of updating its 2012 [Strategic Plan](#). This update will benefit significantly from participation by federal and state agency stakeholders (along with other stakeholders and the broader public). We estimate the following questions will require less than 20 minutes to complete. Information from individual responses will not be attributed publicly. Your assistance is appreciated.

The Conservancy identified six Goals in its 2012 Strategic Plan:

Goal: Establish the Conservancy as a valuable partner with Delta growers, agriculture-related businesses, and residents in protecting and enhancing the Delta’s agricultural and working landscapes and sense of place

Goal: Lead economic enhancement activities that support the Delta ecosystem and economy

Goal: Lead efforts in protecting, enhancing and restoring the Delta ecosystem in coordination with other governmental and non-governmental entities and citizens in the Delta

Goal: Establish the Conservancy as a leader in gathering and communicating scientific and practical information about the Delta ecosystem and economy

Goal: Create an effective organization based on principles of community service, collaboration, coordination, appropriate transparency, and efficient use of resources to fulfill the Conservancy’s mission and deliver its programs

Goal: Establish a stable, diversified, and self-sustaining funding base for the Conservancy

As you respond to the survey questions it may be useful to consider your agency’s experience with the Conservancy since 2012 in the context of these Goals.

Questions:

- Q1: In a broad sense, what has been the Conservancy’s most significant accomplishment or success since 2012?
- Q2: Since 2012, what Conservancy actions, programs, or policies have been the most valuable in relation to your agency’s Delta obligations? Why?
- Q3: What has been the Conservancy’s greatest challenge since 2012? [*You have the option to identify more than one challenge*]
- Q4: Since 2012, what Conservancy actions, programs, or policies have been the least valuable in relation to your agency’s Delta obligations? Why?
- Q5: Looking ahead five years, what do you see as the Conservancy action, program, or policy that is most likely to show future progress and measurable benefits?
- Q6: Is there any action, program, or policy in which the Conservancy has invested resources since 2012 that may not justify additional resources (including time)? If so, please provide details.
- Q7: How do you see your agency’s mission and work relating to that of the Conservancy’s?

- ▶ In what ways has the Conservancy supported or contributed to fulfilling your agency's responsibilities related to the Delta?
- Q8: Where do you see the greatest potential for collaboration or complementary efforts between your agency and the Conservancy?
 - ▶ Looking ahead, what opportunities do you see for the Conservancy to support your agency's actions and activities related to the Delta?
- Q9: Please take a moment to share any other thoughts on the Conservancy's 2017 Strategic Plan Update.

Name:

Email:

Phone:

Agency:

Thank you for helping guide the Conservancy's future – your input is much appreciated.

Key Agency Stakeholders – A Working List

The following is working list of key Delta agency stakeholders, both state and federal. Each of these stakeholders may have the opportunity to participate in an online survey to inform the Delta Conservancy's Strategic Plan Update process. A subset of agency stakeholders may be invited to provide additional input via interviews, depending on project needs and budget. Several key agency stakeholders are part of the Conservancy's Board and will provide their input through the Board Survey rather than the Key Agency Stakeholder Survey.

- Mark Cowin (Director), Department of Water Resources
 - ▶ Bill Harrell (Special Assistant to the Chief Deputy Director)
- Carl Wilcox (Delta Policy Advisor), California Department of Fish and Wildlife
- Kristopher Tjernell (Special Assistant for Water Policy), David Okita (Director for Delta Restoration), California Natural Resources Agency
- Randy Fiorini (Chair), Jessica Pearson (Executive Officer), Delta Stewardship Council
- Cliff Dahm (Lead Scientist), Rainer Hoenicke (Deputy Executive Officer), Delta Science Program
- James Herota, Central Valley Flood Protection Board
- XXXX, US Army Corps of Engineers

Draft Public Workshop Agenda



Proposed Outreach Timeline (Note that this timeline is subject to change.)

