



PUBLIC DRAFT

Delta Conservancy Strategic Plan

2017-2022

Key of Suggested Changes:

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Vice Chair Dolly Sandoval

Don Thomas, Sacramento County

Robin Kulakow, Yolo Basin Foundation

2017–2018 Sacramento-San Joaquin Delta Conservancy Board

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Yolo County Board of Supervisors

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Appointed Public Member

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California Department of Finance

Michael Eaton
Appointed Public Member

Darla Guenzler
Appointed Public Member

John Laird
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Kathy Miller
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Executive Summary

[ES will be drafted by K&W following Board and staff feedback on draft Plan. Summary table on next page proposed for inclusion.]

A copy of this Strategic Plan and other related information can be found at the Conservancy's website: <http://www.deltaconservancy.ca.gov>. A printed copy may be requested by contacting the Conservancy at (916) 375-2084.

DELTA CONSERVANCY 2017 STRATEGIC PLAN – GOALS & OBJECTIVES		
GOAL 1: Delta Agricultural and Economic Enhancement	GOAL 2: Delta Ecosystem Viability	GOAL 3: Conservancy Organizational Strength and Sustainability
<p>Objectives by Category</p> <p><i>Delta Economic and Agricultural Enhancement</i></p> <p><u>1.</u> Analyze the state of Delta agriculture and identify priority agricultural investments in cooperation with local interests</p> <p>- <u>“This should include the development of an economic mitigation strategy for the loss of agricultural land due to habitat conversion.”</u></p> <p><u>2.</u> <u>Establish an agricultural stakeholder group, similar to the Delta Restoration Network, to effectively engage agricultural stakeholders on agricultural sustainability project ideas and formulate strategies for expanding wildlife-friendly agricultural practices.</u></p> <p><u>3.</u> Support the Delta Marketing Task Force and Delta Protection Commission to identify and secure funding to implement priority objectives in the Five-Year Delta Marketing Plan in cooperation with local business stakeholders</p> <p><i>Ecosystem Restoration and Protection</i></p> <p><u>4.</u> Support water quality improvements on working lands by coordinating with agencies and local interests to identify and implement best management practices, <u>and it (split into 2 goals)</u></p> <p><u>1-5.</u> Increase accessibility and utility of regional water quality data</p> <p><i>Grants and Funding</i></p> <p><u>2-6.</u> Fund Proposition 1-eligible agricultural sustainability projects that provide ecological,</p>	<p>Objectives by Category</p> <p><i>Ecosystem Restoration and Protection</i></p> <p>1. Protect, restore, or enhance habitat and improve water quality through implementation of grant-funded projects</p> <p>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</p> <p>3. Complete regional restoration strategies and priorities for the Cache Slough Complex and for additional region(s) in coordination with Delta stakeholders; work with partners to implement high priority projects identified in regional plans</p> <p>4. Determine appropriate conditions under which the Conservancy would consider land ownership/management</p> <p>5. Continue to implement an invasive species control program and implement other on-the-ground projects to protect, restore, or enhance Delta habitat</p> <p><i>Delta Economic and Agricultural Enhancement</i></p> <p>6. Develop and promote incentives for land management projects that reduce carbon emissions</p> <p><u>7.</u> <u>-Evaluate public use opportunities on public land in the Delta and make recommendations on how to improve opportunities for wildlife viewing, hiking, and education.</u></p> <p><i>Grants and Funding</i></p> <p><u>7-8.</u> Fund Proposition 1-eligible projects that provide ecological, watershed, and/or water quality benefits</p> <p><u>8-9.</u> <u>Provide Seek</u> funding and project development</p>	<p>Objectives by Category</p> <p><i>Administration</i></p> <p>1. Provide a safe, creative, inspiring, and equitable working environment for staff and management consistent with state standards</p> <p>2. Employ management practices to empower staff creativity, increase staff retention, and promote organizational capabilities to match the diverse needs of the Delta community <u>being served</u></p> <p>3. Develop a staff succession plan to ensure the efficient transfer of institutional knowledge</p> <p><u>4.</u> Continuously evaluate and improve organizational efficiency and efficacy of staff organization, programmatic structure, and workplace environment</p> <p><u>5.</u> <u>Enable effective and sustainable Conservancy operations within the Delta community by strengthening existing partnerships and developing lasting new partnerships with Delta agencies and local interests</u></p> <p><u>4-6.</u> Increase <u>awareness of the</u> Conservancy <u>s achievements self-promotion</u> to improve visibility to funders, partners, and the public through in-person outreach, social media, and other methods</p> <p><u>5.</u> <u>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 (moved to before #6).</u></p> <p><i>Grants and Funding</i></p> <p><u>6-7.</u> Diversify and expand funding sources to adequately support program work, sustain current program staff, and grow staff as needed to meet program needs and Conservancy goals</p> <p><u>7-8.</u> Identify and plan for potential long-term funding scenarios to position the Conservancy to sustain and grow its</p>

<p>watershed, and/or water quality benefits</p> <p>3-7. Identify, track, and pursue funding opportunities to support implementation of agricultural analysis-identified priority investments</p> <p>4-8. 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</p>	<p>resources to-for high priority restoration projects identified through regional planning efforts</p>	<p>programs via future bonds or other funding sources</p> <p>8-9. Promote Conservancy Goals and Objectives through Board engagement to constructively support Conservancy funding efforts including the pursuit of bond funding</p>
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I. Introduction

~~This Strategic Plan is a roadmap for the Conservancy to achieve results for the mutual benefit of the Delta's ecosystem and economy. 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 fulfilled this statutory mission, achieved substantial success in fulfilling the purpose envisioned by the successes provide the foundation for the next five years. Strategic Plan not only acts as roadmap for improving the enhancing the Delta's ecosystem and economy but will build off the 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 outcomes. **Focus** is reflected in three Goals and **discreet 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~~ ~~carry out~~ its **three-pronged** strategy over the next five years through the following projects, initiatives, and programs:

- Putting its entire Proposition 1 grant funding authorization of \$50 million to work for the Delta through planning and implementation of habitat restoration, ecosystem protection, and agricultural sustainability projects that lead to measurable outcomes;
- Maintaining its role as a leader for collaborative restoration planning through 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 EcoAtlas that are consistent with defined Goals and Objectives in this Plan;
- 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;

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

- Continuing to strengthen the Conservancy as an effective, efficient organization through its staffing, procedures, structure, and consistent commitment to meaningful external engagement;
- 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 over the next five years. The following are summaries of key accomplishments.

Proposition 1, The Water Quality, Supply, and Infrastructure Improvement Act of 2014

Proposition 1 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 making program, which is soon to enter its third cycle.

The Conservancy ~~s has administered initial two~~ rounds of grants, ~~awarding~~ \$6.3 million for nine ~~proposals projects covering both planning and implementation in the 2015/2016 fiscal year and \$6.4 million for five proposals in the 2016/2017 fiscal year~~. Specific funded activities include: restoration of upland, floodplain, and wetland ecosystems; habitat enhancement on working lands; acquisition of flood and conservation easements; and an agricultural sustainability effort. ~~In 2017 the Conservancy is awarding a second round of grants, with up to \$10 million available for qualifying projects.~~ The third ~~grant~~ solicitation is scheduled for Fall 2017.

Diversified Funding Sources

The Conservancy successfully identified 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

² See California Water Code, Sections 79730, 79731

The Conservancy has developed partnerships with the **diverse** Delta community **in addition to** state, local, and federal agencies. **Maintaining and expanding these** ~~Building~~ relationships ~~has been, and~~ 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 the regional restoration planning efforts are examples of the Conservancy's commitment to collaborative engagement with all interested stakeholders in decision-making processes.

Collaborative Planning

The Conservancy is leading a collaborative planning process in the Cache Slough Complex that began in 2016. This pilot effort is developing a restoration strategy that identifies areas for habitat restoration and projects that would be eligible for Prop 1 funding. In Phase I the collaborative is collecting information for ecosystems, agriculture, flood protection and water supply in the region to develop initial concepts of restoration opportunities. Phase II is expected to complete the development of a regional restoration 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-facing 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 practices. 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 successfully 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 posted its first fish advisory sign in January 2017 at the Cosumnes River Preserve.

³ 2012 Delta Conservancy Strategic Plan p. 31

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.

EcoAtlas

The Conservancy successfully completed an effort to upgrade EcoAtlas, which is California's repository for wetland project data, to accommodate project tracking needs for the Delta. This initiative loaded into EcoAtlas hundreds of habitat protection, enhancement, and restoration projects located in the Central Valley and San Francisco Bay-Delta regions. The Conservancy also initiated an effort in 2016 to add visualizations of high-priority data sets to EcoAtlas, and to share those data sets via the internet.

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.

This Strategic Plan is intended to be 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.

Preparing this Strategic Plan

This Plan reflects extensive input gathered through: online 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].

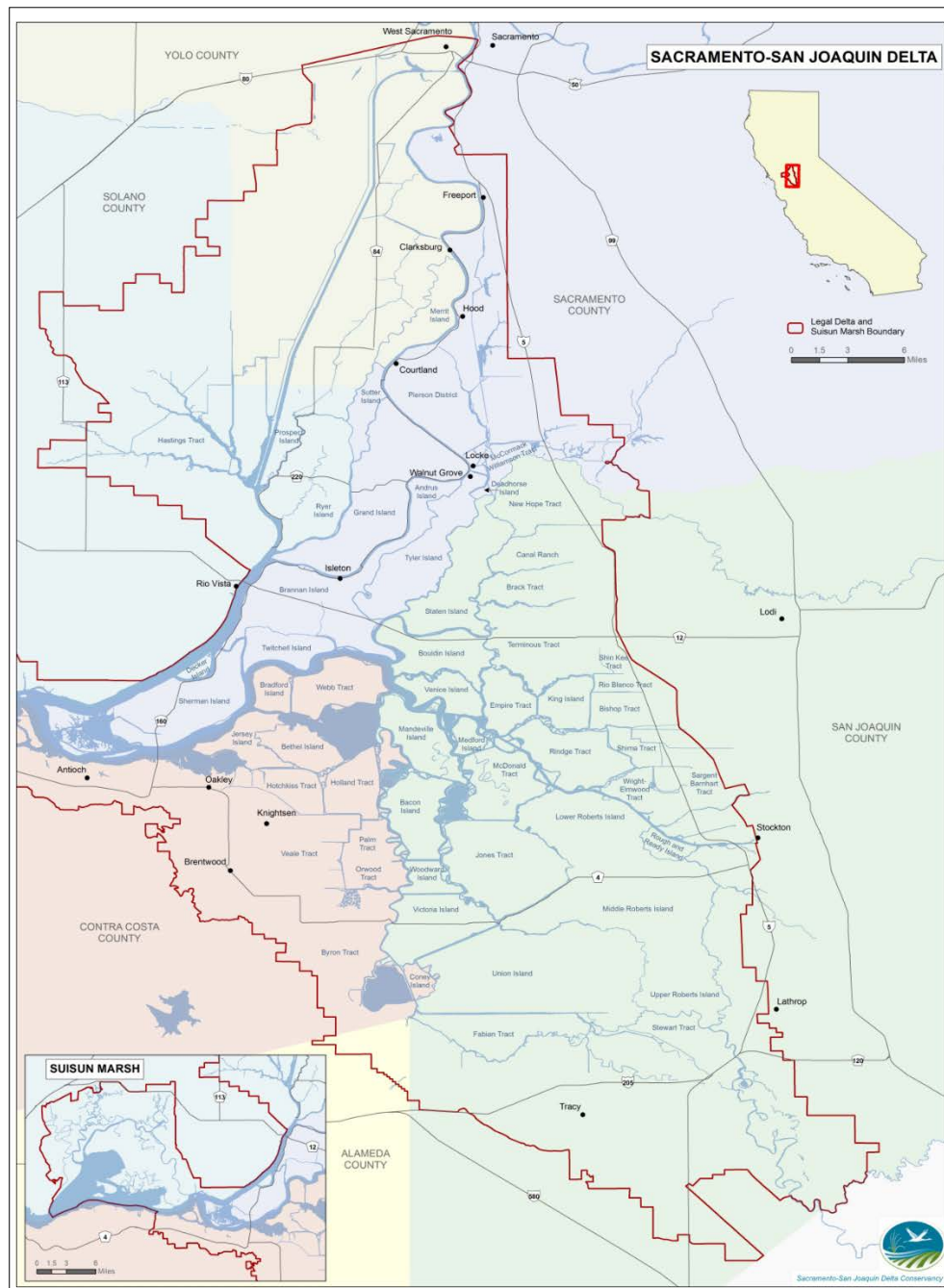


Figure 1. Sacramento-San Joaquin Delta Conservancy Service Area Map

II. Goals and Objectives

This Plan is organized around three **Goals** that reflect the Conservancy’s **mission strategy** to promote effectiveness and **positive** impact. Each Goal has multiple Objectives linked to the categories identified in the table below. Each Goal also includes a description of what “success” will look like 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
<i>Delta Economic and Agricultural Enhancement</i>	<i>Ecosystem Restoration and Protection</i>	<i>Administration</i>
<i>Ecosystem Restoration and Protection</i>	<i>Delta Economic and Agricultural Enhancement</i>	<i>Grants and Funding</i>
<i>Grants and Funding</i>	<i>Grants and Funding</i>	
Performance Measures and Metrics	Performance Measures and Metrics	Performance Measures and Metrics

Community Involvement, Outreach, and Engagement – A Guiding Principle

Effective outreach and engagement are at the core of both 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. Partnering and coordinating with the Delta community are interwoven throughout the Goals, Objectives, and Performance Measures described in this section.

The Delta Community is: Delta residents, businesses, farmers, landowners, elected officials, agricultural organizations, conservation organizations, and local, state, and federal agencies.

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 ing efforts to tangibly increase Delta agricultural and economic well-being, while complementing Delta ecosystem viability.

OBJECTIVES

Delta Economic and Agricultural Enhancement

1. Analyze the state of Delta agriculture and identify priority agricultural investments in cooperation with local farmers and other agricultural stakeholders.
 - “This should include the development of an economic mitigation strategy for the loss of agricultural land due to habitat conversion.”
2. Establish an agricultural stakeholder group, similar to the Delta Restoration Network, to effectively engage agricultural stakeholders on agricultural sustainability project ideas and formulate strategies for expanding wildlife-friendly agricultural practices.
3. Support the Delta Marketing Task Force and Delta Protection Commission to identify and secure 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. (split into 2 goals)
5. Identify and implement best management practices and increase accessibility and utility of regional water quality data.

Grants and Funding

6. Fund Proposition 1-eligible agricultural sustainability projects that provide ecological, watershed, and/or water quality benefits.
7. Identify, track, and pursue funding opportunities to support implementation of agricultural analysis-identified priority investments.

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.

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.

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).

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.

Table 2. Goal 1 Performance Measures

OBJECTIVES	PERFORMANCE MEASURES	METRICS
#1, 6, 7	<ul style="list-style-type: none"> • <u>Work with local farmers to prepare Complete a</u> Delta agricultural analysis • Identify priority agricultural investments • Funding secured 	<ul style="list-style-type: none"> • Delta agricultural report • Approved/accepted priorities and number of supporting partners • Amount of funding secured/percent of priorities funded
#3	<ul style="list-style-type: none"> • Funding for accomplishing objectives of the 5-year Delta Marketing Plan • Strength and value of partnership with DPC and Delta Marketing Task Force 	<ul style="list-style-type: none"> • Number of 5-year Delta Marketing Plan objectives completed • Conservancy contribution <u>to Delta collaborative partnerships</u>
#4, 5	<ul style="list-style-type: none"> • <u>Work with local farmers to</u> identify Delta Best Management Practices • <u>Evaluate E</u> extent of Best Management Practices across the Delta • <u>Secure F</u> funding for agricultural sustainability projects • <u>Increase</u> Regional water quality data access 	<ul style="list-style-type: none"> • Best Management Practices list • Number and acreage of reclamation districts implementing Best Management Practices • Number of grant projects and total funding • 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. The Delta Stewardship Council will evaluate overall Delta industrial, agricultural, recreational, and

tourism economic trends, as measured by metrics such as agricultural revenue, recreation spending, and port cargo tonnage. The Council will also evaluate changes in agricultural acres, recreation access and facilities, and, as described in Chapter 6 of the Delta Plan, Delta water quality.

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; work 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 the Delta agricultural community 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 wildlife viewing, hiking, and education.

Grants and Funding

8. Fund Proposition 1-eligible projects that provide ecological, watershed, and/or water quality 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	<ul style="list-style-type: none"> • Habitat restoration, enhancement, and improvement projects 	<ul style="list-style-type: none"> • Numbers of projects and partnerships for habitat restoration, invasive species management, or water quality enhancement • Acres of protected, restored, or enhanced land by habitat and location • Acres with Best Management Practices and other management techniques for water quality and weed treatment/invasive species control
#3	<ul style="list-style-type: none"> • Regional restoration strategies 	<ul style="list-style-type: none"> • Completed regional restoration strategies • Number of ecosystem restoration-focused partnerships and collaborations • Number of projects implementing regional strategies
#4	<ul style="list-style-type: none"> • Analysis for Conservancy land ownership and management 	<ul style="list-style-type: none"> • Completion and approval of land ownership and management analysis
#6	<ul style="list-style-type: none"> • Work with Delta farmers to implement ation of effective carbon sequestration projects 	<ul style="list-style-type: none"> • Number/locations of projects • Dollars invested in multi-benefit carbon sequestration • Acres with subsidence reversal or carbon sequestration practices • Carbon sequestered and offset revenue realized
#7, 8, 9	<ul style="list-style-type: none"> • Grant funding for ecosystem, watershed, and water quality projects • Long-term funding capacity and stability 	<ul style="list-style-type: none"> • Number of grant projects and total funding • Stable or upward trends in funding for core capabilities and for project grants • 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 (tidal brackish marsh, freshwater marsh, and floodplain) that support native resident and migratory Delta species, enhance water quality, and decrease invasive nonnative species. Conservancy-funded projects will have clear adaptive management plans aimed at improving outcomes and providing 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 being served
3. Develop a staff succession plan to ensure the efficient transfer of institutional knowledge
4. Continuously evaluate and improve organizational efficiency and efficacy value of staff organization, 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. (moved from after #6)**
6. Increase Conservancy self-promotion to improve visibility to 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 program 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, 5, 5	<ul style="list-style-type: none"> • Staff creativity and retention • Employee development and satisfaction 	<ul style="list-style-type: none"> • Staff organization/skills aligned with goals • Staff satisfaction as shown through employee survey/exit interviews
#6, 7	<ul style="list-style-type: none"> • Promotional materials, annual reports, etc. • In-person outreach <u>to stakeholders and the public</u> • Web and social media presence • Promotion of Conservancy activities and goals • Strength and depth of partnerships and engagement 	<ul style="list-style-type: none"> • Materials developed/updated annually • Number of events or outreach methods • Hits, follows, comments • Opportunities presented for stakeholder engagement
#7, 8, 9	<ul style="list-style-type: none"> • Long-term funding capacity and stability 	<ul style="list-style-type: none"> • 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. At least every five years, the Conservancy will update its Strategic Plan.

The Conservancy will continue to operate 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 Director 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 Director and Deputy Director 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 preliminary public draft for review by the Board prior to being posted online for comments. The Board offered feedback about the public draft at its meeting on [date]. A revised public draft was posted for public comment on the Conservancy's web page for [days] beginning [date].
- In Phase IV a Draft Strategic Plan was presented to the Board for deliberation at its [date] 2017 meeting. The Plan reflected the full range of input on the draft public plan, including written comments that can be viewed on the Conservancy's web site. The Phase IV draft was revised based on comments from the Board and public, and adopted in its final version on [date] 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/cvfm/>

The Suisun Marsh Management Plan:*

<https://www.wildlife.ca.gov/Regions/3/Suisun-Marsh>

The Suisun 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.