



SACRAMENTO - SAN JOAQUIN

DELTA CONSERVANCY

A California State Agency

2019 Implementation Plan

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INTRODUCTION

This Implementation Plan (Plan) is a companion document to the Delta Conservancy's 2017-2022 Strategic Plan. The Strategic Plan identifies three goals, 26 objectives, 27 performance measures, and 35 metrics. This Implementation Plan identifies specific tasks for 2019 to further the goals and objectives. The metrics will be used to assess how the Conservancy's progress in accomplishing these tasks is meeting the performance measures.

The Implementation Plan is organized into six categories: Economic Development, Ecosystem Restoration, Delta Carbon Management, Watershed Protection, Environmental Education and Outreach, and Administration. Funding comes from the California General Fund; the California Environmental License Plate Fund; state and federal government grants; the Water Quality, Supply, and Infrastructure Improvement Act of 2014 (Proposition 1), and the California Drought, Water, Parks, Climate, Coastal Protection, and Outdoor Access for All Act of 2018 (Proposition 68). Conservancy staff strives to identify new and diversified funding to support expansion of programs such as economic development and emerging initiatives such as regional planning, agricultural sustainability, and carbon management.

2018 saw advances in established programs and fledgling initiatives, most of which will continue in 2019. The Conservancy awarded a third cycle of Proposition 1 grants and initiated a fourth cycle to be awarded in May 2019. The Delta Sign Plan was finalized and in 2019, through a contract with the Delta Protection Commission, the Conservancy will place informative signs in the Delta region. Through the California Drought, Water, Parks, Climate, Coastal Protection, and Outdoor Access for All Act of 2018 (Proposition 68), the Conservancy received \$12 million to further its mission. To complement existing ecosystem efforts, this funding will be dedicated largely to economic development projects starting in 2019.

In 2018, the Conservancy furthered its already strong focus on collaboration and partnerships. The Delta Public Lands Strategy planning process was largely completed; the Board will consider the final strategy in early 2019. The Conservancy held listening sessions with Delta farmers so it can better work in concert with the agricultural community to address challenges and create opportunities. The Conservancy worked with a large collaborative partnership to halt land subsidence and reduce carbon emission in the Delta and will seek funding in 2019 to establish pilot projects. The Legislature designated the second week of September as Sacramento-San Joaquin Delta Watershed Protection Week, which will be a keystone for outreach.

Eighteen acres of native riparian habitat was restored after Arundo eradication and three new sites were identified for treatment in 2019. The Suisun Marsh Water Infrastructure Improvement Assessment identified infrastructure improvements needed in the Marsh to achieve the Suisun Marsh Management Plan's objectives. Ability to report restoration was improved through enhanced performance measure reporting capability in EcoAtlas and a Bay-Delta habitat mapping workgroup was formed. Through an interagency agreement with the State Water Board, the Conservancy hired a coordinator to run a community grant program and extend the outreach of the Mercury Exposure Reduction Program in 2018 and early 2019.

There was also significant focus inward to strengthen administrative capacity and bolster the organization's resiliency through succession planning. This effort will be expanded in 2019.

See the Conservancy's web site for all goals and objectives: <http://deltaconservancy.ca.gov/strategic-plan>

ECONOMIC DEVELOPMENT

The Delta is known for its rich soils, miles of waterways, cultural heritage, and vibrant communities. With almost half a million acres of highly productive soils, the Delta is one of California's oldest and most prominent agricultural landscapes. Its rich heritage includes pioneering reclamation efforts, ethnically diverse landholdings, and technological inventiveness. Legacy communities along the Sacramento River and elsewhere are a living testament to the Delta's unique history and continuing vitality. One of the Conservancy's goals is to "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." The Conservancy looks broadly at the economic development of the Delta and at the Delta as a place to help strengthen, define, and promote the Delta.

Delta Marketing

The Conservancy and the Delta Protection Commission (DPC) are partners in assisting Delta residents and businesses develop a sustainable recreation and tourism infrastructure. The Conservancy and DPC worked with the Delta community to develop a Delta logo and tag line; a Delta Brand Standards Handbook; and established the Delta Marketing Task Force (a partnership of Delta businesses, chambers of commerce, visitors' bureaus, and local residents). In 2017, the Task Force, with assistance from the Conservancy and the DPC, developed a *Delta Tourism Awareness 5-year Marketing Plan* and launched the Delta recreation and tourism website VisitCADelta.com. The Task Force identified key strategies that serve as a five-year roadmap of opportunities to improve tourism. In 2018, the agencies partnered with the community to develop a Delta Sign Plan and initiate the placement of Welcome to the Delta signs at several locations. Additionally, the agencies began developing a printed map (tied to information on VisitCADelta.com) showing recreation opportunities in the Delta and providing interesting heritage and cultural facts. In 2019, work on these efforts continues through an interagency agreement with the DPC.

Website, Marketing Plan, and Sign Plan Implementation

VisitCADelta.com highlights businesses and recreational opportunities and is a key strategy of the Marketing Plan. Currently, the Delta Conservancy and DPC manage the website and update the content, but are exploring opportunities to transfer management to the Task Force.

The Conservancy will continue to work with the Task Force to define emerging priorities related to the Marketing Plan, recreation, tourism, and historical preservation projects and seek funding to implement them. To monitor success, the Conservancy and Task Force will survey visitors to establish a baseline of attitudes towards the Delta and track changes over time.

Economic Development Community Programs

The California Drought, Water, Parks, Climate, Coastal Protection, and Outdoor Access for All Act of 2018 (Proposition 68) provides \$12,000,000 to the Conservancy. The Conservancy anticipates focusing the majority of this funding on economic development within the Delta community to compliment the ecosystem and water programs that the Conservancy funds through the Water Quality, Supply, and Infrastructure Improvement Act of 2014 (Proposition 1). The Conservancy began fiscal planning in 2018 and commenced the process of recruiting to fill two new positions to implement the program. Hiring should be complete by the first half of 2019 and the new staff will begin developing the program and defining the guidelines.

Table 1: Economic Development

Project Goals for 2019	Timeline
Recreation map	Qtr 1
Hire Economic Development Program staff	Qtr 2
Develop guidelines/social media policy for web site	Qtr 3
Adopt economic development program guidelines and open solicitation	Qtr 4
Define emerging priorities with the Delta Marketing Task Force	Ongoing
Continue implementation of the Signage Plan	Ongoing
Update and develop content for visitCADelta.com	Ongoing
Potential transition of website management to Delta Marketing Task Force	Ongoing
Funding: <i>Sign fabrication and placement, recreation map:</i> \$45,000 General operating budget. Economic Development Community Programs: Total of \$12,000 for the duration of the program.	

Agriculture Sustainability Analysis

Conservancy staff will continue to cultivate and maintain a network of interested parties, building on listening sessions conducted in 2018. The goal of this effort is to track the challenges and opportunities facing the agricultural industry in the Delta. These informal conversations will lay the groundwork for moving forward with the agricultural sustainability analysis in future years.

Table 2: Agricultural Sustainability Analysis

Project Goals for 2019	Timeline
Cultivate, maintain, and engage a network of interested parties	Ongoing
Funding: Combination of Proposition 1, Proposition 68, and general operating budget.	

Partner Agency Support

The Conservancy participates in projects that support the Delta as a place, recreation and tourism, and economic enhancement. The Conservancy is not the lead agency for the following projects, but works closely with partner agencies to achieve project goals and objectives.

Delta Trails

Led by the DPC, the Great Delta Trail will be a continuous recreational trail network through all five Delta counties. The plan is to link the San Francisco Bay Trail system to the planned Sacramento River trail in Yolo and Sacramento counties. The Great Delta Trail can benefit from the Delta Marketing Plan. The Conservancy supports DPC efforts to create the Great Delta Trail through attending meetings and looking for trail connectivity opportunities.

National Heritage Area Designation

The DPC, in partnership with local governments, non-profit organizations, and state and federal agencies, is seeking National Heritage Area (NHA) designation for the Delta. NHA designation could bring national recognition and planning and financial resources to the region. Legislation was introduced in Congress to designate the Delta as an NHA. The DPC is developing a Delta Heritage Area Initiative that could include identification of projects and signage; the Delta Signage Plan will support this initiative. The Conservancy works with the DPC to support the designation of the NHA.

ECOSYSTEM RESTORATION

The Conservancy, in collaboration with myriad partners, is working on the following initiatives to protect, enhance, and restore the Delta ecosystem.

Ecosystem Restoration and Water Quality Grant Program

This competitive grant program focuses on multi-benefit ecosystem and watershed protection and restoration projects that address at least one of the following.

- Ecosystem Protection, Restoration, and Enhancement
- Water Quality
- Water-related Agricultural Sustainability

Thus far, the Conservancy has implemented three grant cycles which awarded \$24.4 million for 19 projects. Eleven proposals were received for Cycle 4; awards will be made in May 2019. The Conservancy plans to administer a fifth grant cycle, which is tentatively planned for fall 2019; however, the cycle may be shifted to a later date to maximize efficiency in administration and effectiveness of the funding.

Table 3: Ecosystem Restoration and Water Quality Grant Program

Project Goals for 2019	Timeline
Award Cycle 4 Grants	Qtr 2
Plan Cycle 5 Grants	Qtr 2
Cycle 5 Concept Proposal Solicitation	Qtr 3
Cycle 5 Full Proposal Solicitation	Qtr 4
Funding: ~\$17 million Proposition 1 Local Assistance	

Invasive Species Coordination, Control, and Restoration

Arundo Control and Restoration

Arundo donax is an invasive riparian plant that damages levees and waterway banks, utilizes more water than native vegetation, and displaces native plants and wildlife. Phase 1 of this project was initiated in 2014. Through its partners, Solano Resource Conservation District and Sonoma Ecology Center, the Conservancy completed maps and prioritization for control of *Arundo* sites and initiated a control and restoration pilot project in the Cache Slough Complex. The Delta Conservancy is also collaborating with the U.S. Department of Agriculture – Agricultural Research Service on biocontrol agent release trials and integrated biological/chemical control at three Delta sites. The Conservancy is seeking additional funding for Phase 2 to expand *Arundo* control and restoration activities within the Delta.

Delta Inter-Agency Invasive Species Coordination (DIISC) Team

The Conservancy leads this forum for state and federal agency participants to coordinate management actions, identify research needs and funding sources, and collaborate on outreach. The DIISC Team hosted a symposium on Delta invasive species in August 2017 and holds quarterly coordination meetings.

Table 4: Invasive Species Coordination, Control, and Restoration

Project Goals for 2019	Timeline
Convene a symposium or workshop to discuss remote sensing techniques for invasive species mapping in the Delta	Qtr 3
Continue maintenance of restored sites at Ulatis Creek (Emigh R. Livestock) and the Peterson Ranch drainage corridor	Qtr 4
Complete Arundo treatments and restoration along Lindsay Slough on Hastings Tract	Qtr 4
Apply integrated chemical treatments at Sacramento River sites (Andrus Island, CDFW fishing access sites, Cliffhouse fishing access site)	Ongoing
Release biocontrol insects at Tracy Fish Collection Facility, Stewart Tract, and the Port of Stockton	Ongoing
Evaluate and scope integrated chemical treatments and restoration project opportunities at these South Delta sites	Ongoing
Continue outreach and explore additional opportunities for Arundo control and restoration projects	Ongoing
Pursue funding for Phase 2	Ongoing
Facilitate quarterly DIISC meetings	Ongoing
Develop Delta interagency collaboration strategy for prevention, early detection, and rapid response to invasive species	Ongoing
Funding: Phase 1: DWR ~\$1 million grant & USDA ~\$91,000 grant. The Conservancy provides in-kind contributions	

Regional Planning

Conservancy-led regional planning efforts are the means by which best available tools and a workflow process are brought together to ensure community input, best available science, and adaptive management are the cornerstones of planning to ensure effective investment of Proposition 1 and future funding. In 2018, the Conservancy and publicly financed land-owners worked with agencies, reclamation district engineers, surrounding landowners and non-governmental organization partners to complete a final draft of a Delta Public Lands Strategy. The Strategy provides high level guidance to the landowners to guide conservation investments and connect with and support other programs and objectives in the region – flood management and levee investment, sustainable agriculture, water supply and water quality, and recreation and tourism. In 2018, the Conservancy Board approved the Rapid Assessment for Aquatic Habitat Restoration Opportunities for Juvenile Salmonids in the Delta. This project will identify near-term priority efforts that could be funded by Proposition 1 or other funding sources.

Table 5: Regional Planning

Project Goals for 2019	Timeline
Complete final public review and present final draft of the Delta Public Lands Strategy for Board Consideration	Qtr 1
Complete the Restoration Opportunities for Juvenile Salmonids in the Delta analysis	Qtr 4
Funding: Salmonid Habitat Study: \$235,000 (combination of Conservancy Prop. 1 planning funds (\$43,000), Delta Stewardship Council, and Collaborative Adaptive Management Team funds)	

Land Ownership and Management

The Conservancy’s enabling legislation authorizes the organization to hold title and easements for lands within the Delta. During outreach for the development of the Strategic Plan, staff heard repeated requests from agencies and community members to explore and define the Conservancy’s potential role in future land ownership and management. Staff has begun exploring the issue by developing a draft white paper and having discussions within the Program and Policy Subcommittee. Staff will continue to refine the information paper based on research and engagement with the PPS and will update the Board regularly. This discussion will occur in publicly noticed Board meetings; a land ownership and management policy or strategy may result.

Table 6: Land Ownership and Management

Project Goals for 2019	Timeline
Refine draft ownership/management white paper	Ongoing
Provide updates to the Board	Qtr 2 & Qtr 4
Funding: General operating budget	

DELTA CARBON MANAGEMENT

The Conservancy Board adopted an updated climate change policy in 2017. The policy guides the Conservancy in developing, establishing, and supporting projects that mitigate for climate change by reducing greenhouse gas emissions, and that can increase the system’s capacity to adapt to climate change effects. For the past several years, the Conservancy has worked with a large partnership to develop pilot projects and inform policies that recognizes the Delta as a significant carbon sequestration opportunity area. Partners include the Department of Water Resources (DWR), California Department of Fish and Wildlife, UC Berkeley, the American Carbon Registry, The Nature Conservancy, and Hydrofocus, Inc. The group developed a California Wetland Protocol which was adopted by the American Carbon Registry in the spring of 2017. The partnership is now working with public and private landowners and project developers to develop pilot projects to verify greenhouse gas emission reduction credits. This will allow them to realize revenue by trading credits on the voluntary carbon market. If the voluntary protocol can be demonstrated, the California Air Resources Board will consider adopting the protocol under the Cap-and-Trade compliance market, thereby doubling the value of the credits which further incentivizes change. Additionally, staff has begun to develop a coalition of interested organizations to develop appropriate messages and strategies to realize additional funding to support a program that can incentivize landscape scale land-use changes that will stop ongoing subsidence and resulting emissions.

Table 7: Delta Carbon Projects

Project Goals for 2019	Timeline
Work with DWR to develop carbon credit sale agreements for existing managed wetlands on Sherman and Twitchell Islands	Qtr 4
Secure funding to support future projects	Qtr 4
Funding: \$3M - \$5M from Greenhouse Gas Reduction Fund or other source needed to support a carbon project program capable of developing multiple projects with interested partners	

WATERSHED PROTECTION

Conservancy staff facilitates the Delta Watershed Initiative Network (WIN), which is comprised of many organizations that support water quality improvements in the Delta and on working lands by coordinating efforts, encouraging data access and sharing, and implementation of best management practices.

Project Tracking, Reporting and Improved Data Integration and Access

For the past several years, the Conservancy has worked with a large partnership to identify needs, secure funding, and implement multiple projects to facilitate project tracking, reporting, and improved data integration and access to support habitat and water quality management in the Delta. In 2018, the Habitat Tracking Database project completed enhancing the capabilities of California EcoAtlas to meet project tracking, assessment, and reporting needs for habitat restoration projects in the San Francisco Bay and Central Valley. Though a contract with the Aquatic Science Center, the Conservancy enhanced EcoAtlas to serve as a primary point of collection and tracking of performance measure data related to restoration projects. The Conservancy will continue to collaborate with the Water Quality Monitoring Council; state, federal, local agencies; and other stakeholders to encourage the use of the San Francisco Bay Data Center and the California Environmental Data Exchange Network (CEDEN) to make regional data publicly available. Work also continues to expand the use of EcoAtlas to track Delta restoration projects and inform decision making and assess the outcomes of actions.

The Conservancy is coordinating with the Delta Science Program and Aquatic Science Center, to inform the development of a Delta Science Tracker to compile and display science and research data related to the ecosystem of the Delta. Using input from a workshop conducted in 2018, the Conservancy will lead the development of a report that synthesizes user needs, priorities, and desired functions for the Tracker.

With funding from U.S. EPA, the Conservancy is implementing the Delta Aquatic Resources Inventory (DARI) project. DARI will establish a standard regional typology of aquatic resources and develop a common base map of aquatic resources for the Delta. Delta agency GIS staff will receive training on how to use the DARI outputs for watershed restoration planning, tracking, and reporting. Future efforts will include training agency GIS staff (2019) and integrating DARI into EcoAtlas (2020).

Table 8: Project Tracking/Reporting and Improved Data Integration/Access

Project Goals for 2019	Timeline
Develop a synthesis report of user needs, priorities and desired Delta Science Tracker functions as identified at the Workshop	Qtr 2
Acquire and compile digital imagery	Qtr 3
Prepare quality assurance project plan (QAPP)	Qtr 3
Work with restoration project managers to enter or update project information in EcoAtlas	Ongoing
Funding: <i>DARI</i> : \$300,000 U.S. EPA grant, <i>Assessment of User Needs for Developing a Science Tracker</i> : \$50,000 from Delta Stewardship Council	

Water Quality Monitoring and Assessment

The Conservancy, in collaboration with state, federal, and local agencies is working to support water quality monitoring and assessment efforts in the Delta. Staff is collaborating with the Stone Lakes National Wildlife Refuge (SLNWR) and the Sacramento Regional County Sanitation District (District) to update the three-year water quality monitoring program at SLNWR. This expands prior monitoring work at SLNWR to include metals, nutrients and other analyses that require analytical laboratory testing which will be performed by the District laboratory.

Table 9: Water Quality Monitoring and Assessment

Project Goals for 2019	Timeline
Field water quality monitoring (quarterly)	Ongoing
Update the 3-year monitoring plan for SLNWR	Qtr 4
Continue coordination with watershed organizations: develop monitoring plans for watersheds to increase consistency in data collection and reporting	Ongoing
Identify and secure funding for implementation of best management practices	Ongoing
Funding: <i>Coordinated Monitoring: Monitoring:</i> Up to \$2,500 from SLNWR and in-kind services from Sacramento Regional County Sanitation District	

Implementation of Best Management Practices in the Delta: A comprehensive Pesticides Management Project

The Conservancy, in coordination with the Sacramento Valley Water Quality Coalition and the San Joaquin and Delta Water Quality Coalition will implement a suite of best management practices to reduce non-point source pollution and improve water quality in the Delta. This project will implement the Delta-specific Fish Friendly Farming Program (FFF) on up to 10,000 acres of farm land and construct a suite of major water quality projects. The Delta-specific FFF program comprehensively reviews pesticide and fertilizer pollutant pathways and applies Best Management Practices to reduce pollutant loading, particularly for organophosphorus pesticides, pyrethroids, and fertilizers. The types of major water quality projects include: return irrigation flow and drainage water settling basins; irrigation water use improvements; and sediment filtration improvements, such as, filter strips and vegetated field borders.

Table 10: Implementation of Best Management Practices

Project Goals for 2019	Timeline
Execute contract for implementation of Fish Friendly Farming Program	Qtr 1
Develop a list of high priority outreach area	Qtr 3
Develop mailing list and outreach letters	Qtr 4
Funding: \$399,400 from the State Water Resources Control Board	

Waterway Cleanups

The Conservancy participates in two annual waterway clean up events: the California Coastal Clean-up and the Sacramento Area Creek Council Clean-up. The Conservancy partners with State Parks, Sacramento Area Creeks Council, California Coastal Commission, Sacramento County Parks, Sacramento Regional Sanitation District, and the Delta Protection Commission. The goals of the clean-ups are to: (1) protect and improve water quality; (2) raise awareness and understanding of good stewardship practices; (3) provide the community with opportunities to implement stewardship practices; and (4) collect data on types and amounts of trash in the

Delta. The Conservancy has participated in clean up events since 2013. In 2018, approximately 350 volunteers collected 4,500 lbs. of waste and used tires. The Conservancy will continue to organize these events and hopes to increase the number of sites if resources permit.

The Conservancy will continue to partner with Yolo Resource Conservation District (YRCD), the Sacramento Regional Conservation Corps, and private landowners to assist them in obtaining grants from CalRecycle to remove illegally dumped tires from 16 acres along Babel Slough just south of West Sacramento in Yolo County. In 2018, Conservancy staff worked with landowners to secure required rights of entry for the project, and the first two phases of the project have been completed with more than 200 tires and 60 gallons of chemicals removed from the Slough. If the YRCD is successful in obtaining another grant, Phase 3 will likely occur in winter of 2019-20.

Table 11: Delta Waterway Cleanups

Project Goals for 2019	Timeline
Track litter trends over time at specific sites	Ongoing
Biannual clean-ups and environmental education at three sites	Q2 & Q3
Assist YRCD to secure landowner access affidavits for tire removal	Qtr 4
Expand number of clean-up sites and number of volunteers	Ongoing
Funding: <i>Waterway Cleanups</i> ~ \$2,000 general operating budget annually	

ENVIRONMENTAL EDUCATION AND OUTREACH

Environmental education and outreach is an important component of the Delta Conservancy programs which and is reflected throughout the Conservancy’s initiatives. In 2018, the Conservancy designated an outreach coordinator who in 2019 will assist the Conservancy to maintain the website, expand social media profiles, develop new educational materials, increase participation in outreach events in and of relevance to the Delta (such as those organized by the Center for Land Based Learning), and conduct educational outreach in classrooms.

Education and Outreach

The Conservancy, through funding from the U.S. Bureau of Reclamation (USBR) and in partnership with the Water Education Foundation (WEF) will conduct a Delta-focused workshop and write an associated white paper. The USBR funding also supports WEF water tours and an annual water summit. These initiatives target the public, as well as local, state, and federal officials to provide meaningful communication regarding Delta water supply reliability, water quality, and ecological restoration.

In 2018, the Legislature designated the second week of September as Sacramento-San Joaquin Delta Watershed Protection Week. This week will serve as a focal point for Conservancy education and outreach initiatives.

Table 12: Environmental Education and Outreach-

Project Goals for 2019	Timeline
Conduct education and outreach for Watershed Protection Week	Qtr 3
Conduct Project WET (Water Education for Teachers) educational workshop	Qtr 4
Support Delta water tours and water summit	Qtr 4
Water Education Foundation workshop and related white paper	Qtr 4
Develop fact sheets for Conservancy programs	Ongoing
Educational outreach in schools	Ongoing
Funding: \$2,664,767 U.S. Bureau of Reclamation 5-year grant and general operating budget	

Mercury Exposure Reduction Program

The Conservancy takes an active role in educating the public about potential health hazards through the Mercury Exposure Reduction Program (MERP). MERP is a collaborative effort among federal and State agencies, local governments, and community organizations to conduct exposure reduction activities to address the health risks to consumers of Delta fish. Low-income and minority populations in the Delta are disproportionately affected because they rely more heavily on subsistence fishing and are less aware of the health risks associated with consuming contaminated fish. The Conservancy manages this project, coordinates advisory sign posting, and provides training and outreach to the Delta community. Under a Memorandum of Understanding, three community organizations including First 5 organizations in Yolo and San Joaquin Counties and Rio Vista Care in Solano County received community grants of up to \$10,000 each to integrate the Delta MERP education messages into their on-going community programs.

Table 13: Mercury Exposure Reduction Program

Project Goals for 2019	Timeline
Create and convene stakeholder meeting	Qtr 1
Complete of Community Grant Program	Qtr 2
Coordinate and post advisories	Ongoing
Implement exposure reduction activities	Ongoing
Funding: \$170,000 from the State Water Board	

ADMINISTRATION

In 2018, the Conservancy focused on identifying critical functions; began succession planning by designating secondary personnel for key functions, cross training to ensure proficiency, and documenting processes and procedures; and established a Disability Advisory Committee. This work will continue into 2019 as the Conservancy strives for a zero-vacancy rate, which includes filling two new positions to implement the California Drought, Water, Parks, Climate, Coastal Protection, and Outdoor Access for All Act of 2018 (Proposition 68).

While the Conservancy cannot avoid turnover due to staff seeking advancement, it can engage and empower staff and create an environment to help attract and retain quality staff. In October 2018, the Conservancy conducted a survey to gauge how well it was doing in that regard. The survey results showed that Conservancy staff understand what is expected of

them, that they feel valued and supported, and they receive the recognition they deserve for the work that they do. They indicated that the Conservancy supports their development and they felt there is open an honest communication at all levels.

In 2019, Conservancy management will use the survey results to guide continuous improvement efforts in areas such as extending among stakeholders recognition of the value the Conservancy adds, providing additional professional development opportunities, and strategic management for employee engagement.

In 2018, the Conservancy received funding to expand its office into the adjacent suite. Tenant improvements in the new space are anticipated to begin early in the second quarter of 2019.

Table 14: Administration

Project Goals for 2019	Timeline
Proposition 1 Grant Program acquisition process and template	Quarter 2
Transition to primary reliance upon FI\$Cal for in-house accounting	Quarter 4
Expand office space into adjacent suite	Quarter 3
Implement State Leadership Accountability Act Implementation Plan to minimize organizational risk	Quarter 4
Prioritize and develop new/update existing policies and procedures	Quarter 4
Analyze and streamline accounting practices	Quarter 4
Submit Indirect Cost Rate Proposals	Quarter 4
Develop Workforce Plan and Succession Plan	Quarter 4
Financial Reporting (such as Governor’s budget building, bond accountability reporting, update System for Award Management,)	Ongoing
Human resource related mandates (such as establishing a Disability Advisory Committee, Job Action Contingency Plan, Upward Mobility Program)	Ongoing
Various administrative requirements (e.g. State Agency Recycle Campaign and State Agency Reporting System reports, Contracting Activity Report and Improvement Plans,)	Ongoing
Funding: Administration: General operating budget with proportional support from Proposition 1 and Proposition 68 funds. Office expansion: \$104,000 Environmental License Plate Fund and \$43,097 Architectural Revolving Fund.	

APPENDIX B: DELTA CONSERVANCY 2017 – 2022 STRATEGIC PLAN – GOALS & OBJECTIVES

GOAL 1: Delta Agricultural and Economic Enhancement	GOAL 2: Delta Ecosystem Viability	GOAL 3: Conservancy Organizational Strength and Sustainability
Objectives by Category	Objectives by Category	Objectives by Category
<p><i>Delta Economic and Agricultural Enhancement</i></p> <ol style="list-style-type: none"> 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 <p><i>Ecosystem Restoration and Protection</i></p> <ol style="list-style-type: none"> 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 <p><i>Grants and Funding</i></p> <ol style="list-style-type: none"> 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 	<p><i>Ecosystem Restoration and Protection</i></p> <ol style="list-style-type: none"> 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 <p><i>Delta Economic and Agricultural Enhancement</i></p> <ol style="list-style-type: none"> 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 <p><i>Grants and Funding</i></p> <ol style="list-style-type: none"> 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 	<p><i>Administration</i></p> <ol style="list-style-type: none"> 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 <p><i>Grants and Funding</i></p> <ol style="list-style-type: none"> 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