



SACRAMENTO - SAN JOAQUIN

DELTA CONSERVANCY

A California State Agency

BOARD MEETING AGENDA

March 23, 2022, 9:00 a.m. – 1:00 p.m.

Remote Access Meeting

Please click the following link to join the webinar: <https://ca-water-gov.zoom.us/j/83716709465>

Pursuant to Assembly Bill 361 and Executive Order N-1-22, Board members, staff, and the public may participate remotely. The public may observe, provide public comment during the public comment periods, and otherwise observe remotely in accordance with the Bagley-Keene Open Meetings Act. Questions and public comment can be addressed to contact@deltaconservancy.ca.gov prior to and during the meeting. If you have not used the Zoom teleconference platform before, you will be prompted to download an application. This is quick and there is no cost.

1. **Call to Order**
2. **Welcome, Roll Call, and Introductions**
3. **Public Comment** (New Business)
4. **Consent Calendar** (Action Item)
 - Approval of January 26, 2022 Board Meeting Summary and Action Items (Attachment)
5. **Executive Officer's Report**, Campbell Ingram
 - Program Update (Attachment)
 - Nutria Eradication Program Update (Attachment)
 - Budget and Expenditure Report (Attachment)
6. **Delta Conservancy 2021 Implementation Plan Status Update**, Debra Kustic (Attachments)
7. **Proposition 1 Ecosystem Restoration and Water Quality Grant Program Update**, Dr. Sarah Lesmeister (Attachment)
8. **Proposition 68 Community and Economic Enhancement Grant Program Update**, Martha Ozonoff (Attachment)
9. **Delta Drought Response Pilot Program Update**, Campbell Ingram, (Attachment)
10. **Consideration of Award of Proposition 68 Community and Economic Enhancement Grant for the Isleton Museum in the Bing Kong Tong Building**, Martha Ozonoff (Attachment) (Action Item)
11. **Consideration of Award of Proposition 68 Community and Economic Enhancement Grant for the Discover the Delta Education Center**, Martha Ozonoff (Attachment) (Action Item)

12. **Consideration of Award of Proposition 68 Community and Economic Enhancement Grant for the Restoration of the 1883 Clarksburg Schoolhouse and Creation of a Delta Welcome Center, Martha Ozonoff (Attachment) (Action Item)**
13. **Consideration of Amendment to Scope and Term of Proposition 1 Ecosystem Restoration and Water Quality Grant Program Agreement for Delta Working Waterways Habitat Restoration Planning Project, Dr. Sarah Lesmeister (Attachment) (Action Item)**
14. **Sacramento-San Joaquin Delta Conservancy Organizational Assessment, Campbell Ingram (Attachments)**
15. **EcoRestore Update, Charlotte Biggs**
16. **Delta Stewardship Council Update, Amanda Bohl (Attachment)**
17. **Delta Protection Commission Update, Erik Vink**
18. **Delta Conveyance Update, Carrie Buckman**
19. **Potential Agenda Items for the May 25, 2022 Board Meeting, Campbell Ingram (Attachment)**
20. **Public Comment**
21. **ADJOURN**

- To view the members of the Delta Conservancy Board, please visit <http://deltaconservancy.ca.gov/delta-conservancy-board>.
- Attachments and additional information are on the Delta Conservancy's website at: <http://www.deltaconservancy.ca.gov>.
- If you need reasonable accommodation due to a disability, or require printed copies of meeting materials, please contact us at least five (5) days prior to the meeting date at **(916) 375-2084** or contact@deltaconservancy.ca.gov. This contact information may also be used for questions.
- Public comments are generally limited to three (3) minutes but may be more or less at the discretion of the Board Chair.
- The Board may consider the agenda items listed above in a different order at the Delta Conservancy Board meeting, pursuant to the determination of the Board Chair. All items appearing on this agenda, whether or not listed expressly for action, may be deliberated upon and subject to action at the discretion of the Delta Conservancy Board.

Join Zoom Meeting

Meeting URL: <https://ca-water-gov.zoom.us/j/83716709465>

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January 26, 2022 Board Meeting Summary and Action Items

AGENDA ITEMS

Agenda Item 1 – Call to Order

Meeting called to order on Zoom at 9:02 a.m. by Chair Don Nottoli.

Agenda Item 2 – Welcome, Roll Call, and Introductions

Roll call was taken and agenda items were heard by the Board in the order indicated below.

Board Members Present:

- Don Nottoli
- Sandi Matsumoto
- Bryan Cash
- Mitchel Mashburn
- Gayle Miller
- Katherine Miller
- Karen Mitchoff
- Jim Provenza
- Dolly Sandoval
- Leo Winternitz

Ex-Officio Members Present:

- Timothy Grayson

Liaison Advisors and Counsel Present:

- Steve Chappell
- Moira McEnespy
- Erik Vink
- Jim Waters
- Nicole Rinke

Agenda Item 3 – Public Comment

None

Agenda Item 4 – Consent Calendar

Motion: Supervisor K. Miller moved, seconded by Supervisor Mashburn, that the Board approve the following.

- October 27, 2021 Board Meeting Summary and Action Items

A roll call vote was taken. The motion passed unanimously with 10 ayes.

Agenda Item 5 – Executive Officer’s Report

The Executive Officer briefly highlighted several items within the written report including the retirement of Deputy Executive Officer Debra Kustic after 30 years of public service.

Agenda Item 6 – Proposition 1 Ecosystem Restoration and Water Quality Grant Program Update

Staff highlighted items from the staff report. Time sensitive amendments were executed in December and January for Wildlife Corridors for Flood Escape on the Yolo Bypass Wildlife area Project, and Restoration Planning at River Garden Farms: Improving aquatic habitat resiliency on working lands along the Sacramento River Project. Cycle 5 recommendations are planned for the May Board meeting.

Agenda Item 7 – Proposition 68 Community and Economic Enhancement Grant Program Update

Conservancy staff highlighted items from the staff report and shared that our first project, P6804 Pittsburg Boat Launch Facility & Central Harbor Park Upgrade, has officially started. An additional concept proposal was received after the report was finalized and will be updated at the March Board meeting.

Agenda Item 8 – Delta Drought Response Pilot Program Update

The Executive Officer highlighted items in the staff report as well as providing updates. The program opened Wednesday, January 19th with over 31 applications received to date. The Program Partners developed a selection committee which is meeting weekly to review applications and recommend funding.

Agenda Item 9 – Delta Invasive Species Coordination Update: Overview of Efforts to Streamline Early Detection and Rapid Response to Invasive Species in the Delta

Staff narrated a PowerPoint presentation on the Conservancy’s role in facilitating the Delta Interagency Invasive Species Coordination (DIISC) Team, and the fourth biennial Delta Invasive Species Symposium, which focuses on early detection and rapid response to invasive species.

Agenda Item 10 – Consideration of Sacramento-San Joaquin Delta Conservancy General Grant Guidelines

At the October 27, 2021 Conservancy Board meeting, the Board discussed and approved a Public Draft of the Delta Conservancy General Grant Guidelines (Guidelines). The Guidelines were posted for public comment from November 4, 2021 through December 5, 2021 and no comments were received.

Motion: Supervisor Mitchoff moved, seconded by Board Member Winternitz, to approve the Sacramento-San Joaquin Delta Conservancy General Grant Guidelines for use in granting funds that do not have a specific bond related requirement (with staff authorized to make minor edits to further highlight climate action in the categories of fundable projects).

A roll call vote was taken. The motion passed unanimously with 10 ayes.

Agenda Item 11 – Consideration of 2022-2027 Sacramento-San Joaquin Delta Conservancy Strategic Plan

A Public Draft of the Sacramento-San Joaquin Delta Conservancy Strategic Plan Draft was approved by the Board at the October Board meeting and was posted for 30 days for public comment and no comments were received.

Motion: Board Member Sandoval moved, seconded by Supervisor Provenza, that the Board approve the 2022-2027 Sacramento-San Joaquin Delta Conservancy Strategic Plan (with staff authorized to make minor edits to include language that expands the potential funding sources).

A roll call vote was taken. The motion passed unanimously with 10 ayes.

Agenda Item 12 – Consideration of Amendment to Budget, Scope, and Term of Proposition 1 Ecosystem Restoration and Water Quality Grant Program Agreement for Knightsen Wetland Restoration and Flood Protection Project

Conservancy staff reviewed the staff report requesting additional funding, and a term extension, to allow for more additional modeling and community engagement and outreach activities.

Motion: Supervisor Mitchoff moved, seconded by Supervisor Provenza, that the Board approve an amendment to the grant agreement with East Contra Costa County Habitat Conservancy for Prop 1-1709 to award an additional \$200,000 in funding for hydraulic and hydrologic modeling and community outreach; and extend the grant term to November 30, 2023.

A roll call vote was taken. The motion passed unanimously with 10 ayes.

Agenda Item 13 – EcoRestore Update

Charlotte Biggs, Program Manager II at the California Department of Water Resources, presented an update, including a video presentation of Dutch Slough-Tidal Habitat Restoration.

Agenda Item 14 – Delta Stewardship Council Update

Amanda Bohl, Special Assistant for Planning and Science at the Delta Stewardship Council, presented an update.

Agenda Item 15 – Delta Protection Commission Update

Erik Vink, Executive Director of the Delta Protection Commission, presented an update.

Agenda Item 16 – Delta Conveyance Update

Carrie Buckman, Environmental Program Manager at the Department of Water Resources, presented an update.

Agenda Item 17 – Potential Agenda Items for the March 23, 2022 Meeting

- Consideration of Award of Proposition 68 Community and Economic Enhancement Grant(s)
- Consideration of the Delta Conservancy 2022 Implementation Plan
- Overview of Delta Carbon Management

BOARD DIRECTIVES TO STAFF

- Forward the Delta Drought Response Pilot Program solicitation to all the County Supervisors on the Board.
- Provide an update on Delta carbon management activity.
- Invite grantees to share presentations on ongoing and completed projects.

Public Comment

None

MEETING ADJOURNED by Chair Nottoli at 11:34 a.m.

CONTACT

Jessica Adel, Fiscal and Board Analyst
Sacramento-San Joaquin Delta Conservancy

jessica.adel@deltaconservancy.ca.gov

(916) 376-4022



Executive Officer's Report
March 23, 2022

PROGRAM UPDATE

STAFFING UPDATE

Please welcome Chelsea Martinez, our new Grant and Contract Analyst. Chelsea started with the Conservancy on March 7, 2022. She will focus on the Conservancy's grant and contract administration. Chelsea comes to us from the Yolo Basin Foundation in Davis, where she was the non-profit's Deputy Director.

Please welcome Trevor Fox, our new Environmental Scientist. Trevor started with the Conservancy on March 2, 2022. His work will focus on implementation and management of Proposition 1 projects and participation in ecological studies related to the Conservancy's mission. Trevor comes to us from Arizona State University where he studied climate change-related impacts on insect populations for his PhD in biology.

Sadly, we must say goodbye to Chelle Temple-King. Chelle, an Environmental Scientist and the lead for our Proposition 1 Grant Program, was with the Conservancy for over a year and has accepted a promotion to a Senior Environmental Scientist position with the Department of Fish and Wildlife. Chelle did an excellent job managing the Proposition 1 Program and she will be missed.

COVID-19 UPDATE

All Conservancy staff continue to work from home. With conditions improving and state and local level directives relaxing we anticipate returning to the office in April with teleworking remaining an option in the Conservancy's operational model. The Conservancy's Telework Policy has been approved by the Department of General Services. We anticipate our May Board meeting will be in person at the Conservancy office in West Sacramento.

FORM 700 COMPLIANCE

A completed Form 700, Statement of Economic Interests, is due by April 1, 2022 for all Board Members, Board Member Alternates, and Liaison Advisors. Forms are completed on the Fair Political Practices Commission online portal. If you have any questions or need assistance, please contact Jessica Adel at jessica.adel@deltaconservancy.ca.gov.

JUSTICE, EQUITY, DIVERSITY, AND INCLUSION (JEDI)

The Conservancy's Justice, Equity, Diversity, and Inclusion (JEDI) Committee continues to facilitate collaborative learning discussions for all Conservancy staff. Conservancy staff continue to engage other state agencies in discussions about best practices and JEDI outreach.

ECOSYSTEM RESTORATION PROGRAM

Nutria Eradication:

Please see the most recent update from the California Department of Fish and Wildlife included in this agenda item (Attachment 2).

DELTA SCIENCE

Fish Friendly Farming:

The Conservancy, supported through a grant from the California State Water Resource Control Board (SWRCB), has contracted the California Land Stewardship Institute (CLSI) to implement the Fish Friendly Farming (FFF) Program in the Delta. The FFF Program works with farmers to improve Delta water quality by developing best management practices and identifying needed farm infrastructure updates. The SWRCB approved the FFF Program as an alternative compliance pathway for the Irrigated Lands Regulatory Program, which is an added benefit for farmers who participate in the program. Though outreach and enrollment were challenging initially, engagement has recently picked up, which is likely a reflection of farmer's increased availability after the end of harvest in November 2021. CLSI worked with the Delta Conservancy Executive Officer and Conservancy Staff to contact The Nature Conservancy (TNC) and the Municipal Water District (MWD) about signing up their Delta lands in the FFF program. CLSI will continue to work with the Delta Conservancy to advance these potential large enrollments. CLSI drafted articles on the project implementation portion of the grant and the ability to fund practices that improve water quality and water conservation. These practices could help farmers respond to the current drought (contact Rachel Wigginton for copy). The University of California Cooperative Extension, the San Joaquin and Sacramento Water Quality Coalitions, Sacramento and San Joaquin Agricultural Commissioners and the Farm Bureaus of Sacramento, San Joaquin, and Yolo counties distributed the fliers to members through emails, newsletters, and websites, and in paper form at their offices. In response to the flier, Tirupathi Farms signed up three farms totaling 782 acres. This brings total acres enrolled to 1,482 acres. CLSI is currently discussing enrollment with farmers across an additional 2,500 acres.

Delta Aquatic Resource Inventory:

The Conservancy, supported by a grant from the United States Environmental Protection Agency (EPA), has contracted the Aquatic Science Center (ASC) to develop a [Delta Aquatic Resource Inventory](#) (DARI). The DARI project is developing a comprehensive resource inventory specifically formulated with the Delta's unique ecology in mind. The final DARI Workgroup meeting took place on March 2, 2022, which covered how Workgroup feedback was integrated into the final dataset and presented findings from a pilot study using the Riparian Zone Estimator Tool (RipZET) to map riparian habitats in the Delta. The DARI dataset has been integrated into the California Aquatic Resources Inventory (CARI) and into the EcoAtlas online interface (view [here](#)) to be made publicly available via EcoAtlas by the end of March 2022, when these agreements will close. EcoAtlas users can now explore an accurate map of the different aquatic resources of whole Bay-Delta and San Francisco Estuary. The DARI dataset establishes a baseline condition to compare against as habitats are restored and management strategies are improved.

Delta Bird Returns:

The Nature Conservancy (TNC), along with Point Blue Conservation Science, Audubon California, and the Delta Conservancy, worked to establish a reverse auction framework, based on TNC's successful [Bird Returns](#) program. The [Delta Farmlands Bird Returns](#) program provides cash incentives for landowners to flood their fields to increase the ecological value of the Delta to migratory birds,

especially during times of drought. One thousand one hundred and forty-eight acres of post-harvest or fallow rice and corn fields were enrolled in the Delta Farmlands Bird Returns program at a cost of \$146,900. Bids from all five growers who submitted bids were accepted, but one farm did not meet minimum qualifications due to crops still standing in the fields. The enrolled acres are creating valuable, shallow water habitat between February 15, 2022 and March 27, 2022. Lessons learned during the initial year of implementation will be incorporated into next year's bid solicitation and analysis process.

Delta Science Coordination:

Conservancy staff continue to work collaboratively with the broader Delta science community to advance ecological restoration, invasive species management, and regional science coordination in the Delta and Suisun Marsh.

Conservancy staff continue to coordinate with colleagues at the Delta Stewardship Council (Council) regarding regional restoration planning and a role for public participation in this process. The draft Delta Plan Chapter 4 Ecosystem Amendment includes a recommendation to create a restoration sub-committee of the Delta Plan Interagency Implementation Committee (DPIIC). Initially, the sub-committee will be staffed by the Conservancy and the Council. The first meeting of the new DPIIC restoration sub-committee took place on January 31, 2022. The first meeting summarized the role of the sub-committee and included a group activity to develop the sub-committee's vision and goals. Conservancy and Council staff incorporated this feedback to draft a vision and goals document, collaborated with a work group of sub-committee members to edit the vision and goals, and will present the draft vision and goals to the whole sub-committee in the second meeting set for March 14, 2022.

Staff continue to facilitate the Delta Interagency Invasive Species Coordination (DIISC) Team. The most recent DIISC Team quarterly meeting took place on February 8, 2022. The meeting included a briefing on the California Invasive Species Advisory Committee's recent reconvening and the work the DIISC Team has been leading on early detection and rapid response to invasion. As part of the agency round robin, the Team received an update on ribbon weed (*Vallisneria australis*), a recently identified invasive aquatic plant. This is the first known invasion by this plant in North America.

BOARD DIRECTIVES TO STAFF

1. Forward the Delta Drought Response Pilot Program solicitation to all the County Supervisors on the Board.
 - o Solicitation notice forwarded on January 26, 2022.
2. Provide and update on Delta carbon management activity.
 - o An update on the Conservancy Delta Carbon Program will be added to the May Board meeting agenda.
3. Invite Grantees to share presentations on ongoing and completed projects.
 - o Staff are working with grantees to provide presentations and site visits in the near future.

Meeting Date: March 23, 2022

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Attachment: 1

DELTA CONSERVANCY BUDGET AND EXPENDITURE UPDATE

Agenda Item 5 (3): Budget and Expenditure Report

CORRESPONDENCE

None

CONTACT

Campbell Ingram, Executive Officer

Sacramento-San Joaquin Delta Conservancy

campbell.ingram@deltaconservancy.ca.gov

(916) 281-4145



California Department of Fish and Wildlife

Nutria Eradication Program Update

Field Update March 8, 2022

Since March 2018, the nutria eradication efforts in California have:

- Completed full and/or rapid assessments on over 1.5 M acres
- Executed entry permits with 4,000 landowners for over 8,600 parcels in 11 counties
- Set up 5,272 camera stations (890 currently active)
 - Conducted 49,313 camera checks
- Confirmed nutria within > 500 sites
- Deployed over 6,529 trap sets for a total of 84,626 trap nights
- Taken or accounted for the take of 2,862 nutria (since Mar 2017)
 - Merced- 1,856
 - Stanislaus- 876
 - San Joaquin- 110
 - Mariposa- 12
 - Fresno- 7
 - Madera- 1 (San Joaquin River; Fresno County line)

Of 2,816 necropsies, the data has shown:

- 1.11 sex ratio (M:F)
- Of the females captured:
 - 20% of juvenile (2-6 mos.) females have been pregnant
 - 59% of subadult (6-14 mos.) females have been pregnant
 - 68% of adult (>14 months of age) females have been pregnant
- 3,108 fetal nutria have been removed from the population
- Litter size ranged from 1-13, with an average of 5.8
 - Average litter size for adult females (> 14 mos.) in California is 6.4

Table 1. The total number of cells with nutria taken, total number of nutria taken, and average number of nutria taken per cell, by year from March 2017 to March 8, 2022.

Year	Total (unique) cells with nutria taken	Total # nutria taken	Average # nutria taken per cell
2017	7	20	2.9
2018	57	348	6.1
2019	73	492	6.7
2020	157	1239	7.9
2021	144	702	4.9
2022	22	61	2.8
Grand Total	340	2,862	8.4

**SACRAMENTO-SAN JOAQUIN DELTA CONSERVANCY
BUDGET AND EXPENDITURE REPORT
July 1, 2021 through December 31, 2021**

Line Number	CATEGORY OF EXPENDITURES Personal Services (PS)	Delta Conservancy Budget	Actual Expenditures	Variance	Percent of Budget Expended
1	Salaries & Wages	\$1,150,037	\$544,016	\$606,021	47%
2	Temporary Help	\$36,830	\$16,192	\$20,638	44%
3	Benefits	\$623,424	\$287,902	\$335,522	46%
4	TOTAL PERSONAL SERVICES	\$1,810,291	\$848,110	\$962,181	47%

Line Number	CATEGORY OF EXPENDITURES Operating Expenditures and Equipment (OE & E)	Delta Conservancy Budget	Actual Expenditures	Variance	Percent of Budget Expended
5	General Expense	\$9,050	\$1,826	\$7,224	20%
6	Printing	\$4,500	\$2,073	\$2,427	46%
7	Communications	\$5,000	\$2,296	\$2,704	46%
8	Postage	\$225	\$58	\$167	26%
9	Travel-In State	\$4,330	\$639	\$3,691	15%
10	Training	\$10,125	\$1,649	\$8,476	16%
11	Facilities Operation	\$104,608	\$59,696	\$44,912	57%
12	Contracts & Personal Services-External	\$1,650,000	\$1,077	\$1,648,923	0%
13	Contracts & Personal Services-Interdepartmental	\$77,793	\$28,479	\$49,314	37%
14	Information Technology	\$42,512	\$256	\$42,256	1%
15	Central Administrative Service	\$27,042	\$0	\$27,042	0%
16	Non-Capital Asset Purchases	\$7,905	\$0	\$7,905	0%
17	Other items of Expense	\$30,000	\$0	\$30,000	0%
18	Unallocated Operating Expense & Equipment	\$240,426	\$0	\$240,426	0%
18	Multi Year Support Appropriation		\$0		
19	Proposition 1 Program Support	\$248,246	\$0	\$248,246	0%
20	Proposition 68 Program Support	\$391,490	\$0	\$391,490	0%
21	Delta Drought Response Pilot Program Support	\$370,000	\$0	\$370,000	0%
22	Climate, Access and Restoration Program Support	\$262,500	\$0	\$262,500	0%
24	Grants and Subventions	\$13,133,500	\$0	\$13,133,500	0%
25	TOTAL OPERATING EXPENDITURES & EQUIPMENT	\$16,619,252	\$98,049	\$16,521,203	1%

Line Number	TOTALS	Delta Conservancy Budget	Actual Expenditures	Variance	Percent of Budget Expended
26	TOTAL PS & OE & E	\$18,429,543	\$946,159	\$17,483,384	5%
27	REIMBURSEMENT	(\$10,060,500)	(\$3,050)	(\$10,057,450)	0%
28	GRAND TOTAL	\$8,369,043	\$943,109	\$7,425,934	11%

Sacramento-San Joaquin Delta Conservancy 2021 Implementation Plan: Status Update

COMMUNITY AND ECONOMIC ENHANCEMENT PROGRAM

2021 PROJECT GOALS	TIMELINE	STATUS	NOTES
Continue accepting concept proposals	Ongoing	Ongoing	Proposals are accepted on an ongoing basis.
Assist applicants to develop full proposals	Ongoing	Ongoing	Conservancy staff are assisting five applicants in developing comprehensive (full) proposals.
Manage awarded grants	Qtr 2-4	Ongoing	Four active grants and a fifth has been awarded.
Implement outreach plan	Qtr 1 & 2	Ongoing	Prior outreach resulted in the submission of several successful proposals which have led to four active grants and one awarded grant. Staff are working with five applicants to further develop their proposals. Staff will conduct additional outreach as needed.

DELTA MARKETING

2021 PROJECT GOALS	TIMELINE	STATUS	NOTES
Distribute recreation maps	Ongoing	Delayed	Delayed due to COVID-19. If conditions allow, staff will coordinate with the Delta Protection Commission to begin distributing maps in 2022.
Develop sustainable management plan for visitCADelta.com		Completed	Upon agreement by all involved parties, management of VisitCADelta.com will be incorporated into the Communications Management Plan for the recently designated Natural Heritage Area.
Install 11 signs per Delta Sign Plan	Qtr 2	Delayed	COVID-19 decreased the capacity of Prison Industries Authority Association resulting in delayed fabrication of the signs. The DPC is currently working with CalTrans to develop maintenance agreements for the signage that must be completed before the signs can be installed. Anticipate the CA Conservation Corps will install the signs in mid-2022.

ECOSYSTEM RESTORATION & WATER QUALITY GRANT PROGRAM

2021 PROJECT GOALS	TIMELINE	STATUS	NOTES
Manage active and closed grants	Ongoing	On Track	As of December 31, staff are managing 22 active and six closed grants and are in the process of executing one new grant agreement.
Plan Cycle 5 solicitation	Ongoing	On Track	The Cycle 5 solicitation opened July 1, 2021. Twelve applicants submitted concept proposals. Staff provided feedback to those applicants and received eight full proposals by December 15, 2021. Staff anticipate providing funding recommendations to the Conservancy Board in the second quarter of 2022.
Adjust granting processes based on audit results	As Required	On Track	The Conservancy has implemented changes to the granting process based on audit findings.

INVASIVE SPECIES COORDINATION, CONTROL, AND RESTORATION

2021 PROJECT GOALS	TIMELINE	STATUS	NOTES
Lead planning and execution of 2021 Delta Invasive Species Symposium (Symposium)		Complete	The Delta Invasive Species Symposium took place on December 15, 2021 and focused on early detection and rapid response to invasions. The virtual Symposium was attended by more than 180 individuals representing 65 different organizations.
Coordinate Arundo control and restoration activities		Complete	With its partners, the Conservancy completed Arundo management and control in fulfillment of its agreement with Department of Water Resources (DWR). Staff coordinated with colleagues at DWR and the California Department of Fish and Wildlife to connect them with herbicide applicator teams for Arundo control in the Delta.
Facilitate quarterly Delta Inter-Agency Invasive Species Coordination (DIISC) meetings	Ongoing	Ongoing	The first and second quarter DIISC meetings were held on February 9 and June 15, 2021, respectively. The third quarter meeting was cancelled to accommodate Symposium planning. The fourth quarter DIISC meeting was held on November 16, 2021.

2021 PROJECT GOALS	TIMELINE	STATUS	NOTES
Develop draft Delta interagency collaboration strategy for early detection and rapid response (EDRR) to invasive species	Ongoing	Ongoing	The draft Delta EDRR framework and coordination table were presented for feedback at the biennial Delta Invasive Species Symposium on December 15, 2021. Conservancy Staff and other DIISC Team leaders are working to fund a pilot application of the EDRR framework to a newly identified invasive species, ribbon weed (<i>Vallisneria australis</i>).

LAND OWNERSHIP, EASEMENT, AND MANAGEMENT

2021 PROJECT GOALS	TIMELINE	STATUS	NOTES
Refine draft ownership/management white paper	Ongoing	Ongoing	The white paper will be continuously updated as new information is gathered. At present, there is not a need for the Conservancy to hold easements, own or manage Delta lands.
Present findings from exploration of easement management requirements to Board	Ongoing	Ongoing	Staff will provide findings to the Board as they are developed.
Provide updates to the Board	Ongoing	Ongoing	Staff will provide updates to the Board as new information is available.

PROJECT TRACKING, REPORTING AND IMPROVED DATA INTEGRATION AND ACCESS

2021 PROJECT GOALS	TIMELINE	STATUS	NOTES
Work with restoration project managers to enter or update project information in EcoAtlas	Ongoing	Ongoing	Staff reviews EcoAtlas entries as they are created or updated by project proponents.
Final update to the Delta Aquatic Resource Inventory (DARI) mapping Standard Operating Procedures (SOP) and protocols for submitting data and maintaining the DARI base map	Qtr 2	Ongoing	The DARI Workgroup met to provide final feedback on the Standard Operating Procedures on October 5, 2021.
Integrate DARI into EcoAtlas	Qtr 3	Ongoing	The project is on track to deliver a publicly available DARI dataset via EcoAtlas in the first quarter of 2022 in accordance with the amended agreement described above.

PESTICIDES MANAGEMENT BEST MANAGEMENT PRACTICES

2021 PROJECT GOALS	TIMELINE	STATUS	NOTES
Conduct Fish Friendly Farming (FFF) workshops for landowners	Qtr 3	Ongoing	The contractor, California Land Stewardship Institute (CLSI), held two Zoom webinars with landowners to solicit enrollment in the program. Small group meetings with landowners took place through 2021. Another workshop is planned for the second quarter of 2022.
Train certifying agency (National Marine Fisheries Service, local resource conservation districts, and others) representatives, as needed, on details of the Fish Friendly Farming Program's best management practices, assessment practices of the properties, and certification process.	Qtr 4	Ongoing	The Sacramento and San Joaquin Agricultural Commissioner's Offices and the National Marine Fisheries Service have been trained as certifying agencies. More certifying agencies will be trained as proprietries continue to be enrolled.

DELTA WATERWAY CLEANUPS

2021 PROJECT GOALS	TIMELINE	STATUS	NOTES
Plan and conduct clean-up events		Inactive	Due to the COVID-19 pandemic, the Conservancy has not participated in clean-up events.
Collect data on types and amounts of trash in the Delta		Inactive	Trash data collection is a component of clean-up events; therefore, it has been suspended until public health conditions enable the Conservancy to resume participation in clean-up events.

DELTA CARBON MANAGEMENT

2021 PROJECT GOALS	TIMELINE	STATUS	NOTES
Support two additional pilot projects through the carbon estimation/validation process	Ongoing	Ongoing	There are increasing numbers of pilot projects and the Conservancy is providing technical assistance for project development and estimation/validation.
Seek funding to support future projects	Ongoing	Ongoing	Recently signed Climate Action legislation included \$5,250,000 for the Conservancy for climate, conservation, and public access projects. The Board approved General Grant Guidelines for these funds in January of 2022. Conservancy staff applied for two competitive grant solicitations in 2021 (Delta Science Program's Delta Science Research Award and United States Environmental Protection Agency's Region 9 Wetland Program Development Grant), unfortunately neither proposal was selected for funding.

ENVIRONMENTAL EDUCATION AND OUTREACH

2021 PROJECT GOALS	TIMELINE	STATUS	NOTES
Conduct education and outreach for Sacramento-San Joaquin Delta Week		Inactive	With significant public health and budgetary priorities to attend, the Legislature did not designate Delta Week in 2021. Conservancy staff will confer with Legislative representatives next year to determine if designating a 2022 Delta Week is feasible.
Education and outreach via social media, events, and other opportunities	Ongoing	Inactive	Due to COVID-19 pandemic, the Conservancy has not participated in the Students and Landowner Education and Watershed Stewardship (SLEWS) program in 2021. The Conservancy looks forward to hosting SLEWS field trips and workdays at restoration sites once it is safe to do so.
Develop fact sheets for Conservancy programs	Ongoing	Delayed	Planned development of fact sheets to highlight Proposition 1 Grant Program projects, the Proposition 68 Grant Program, and the Delta Carbon Program were delayed due to staffing constraints. In November 2021 a new Communications Analyst was hired and will work on developing fact sheets in 2022.

JUSTICE, EQUITY, DIVERSITY, AND INCLUSION

2021 PROJECT GOALS	TIMELINE	STATUS	NOTES
Develop Justice, Equity, Diversity, and Inclusion (JEDI) Guidelines	Qtr 2	Delayed	Additional time is needed to develop a meaningful approach. An internal committee is developing recommendations for actions that can be taken in the near-term while work continues on comprehensively shaping the Conservancy's engagement.
Continue implementation of the JEDI curriculum	Ongoing	Ongoing	The committee continues to facilitate collaborative learning discussions for all Conservancy staff.
Develop an outreach plan for engaging with organizations representing diverse communities within the Delta	Qtr 3	Ongoing	Conservancy staff continue to collaborate with other state agencies as a component of developing engagement strategies.

ADMINISTRATION

2021 PROJECT GOALS	TIMELINE	STATUS	NOTES
Submit and update State Leadership Accountability Act Implementation Plan and Biannual Implementation Plan	As Required	Complete	The Implementation Plan was submitted in June 2021 and accepted by the Department of Finance. The Biannual Implementation Plan was submitted December 31, 2021.
Update internal work plans	Qtr 2	Delayed	Delayed due to staffing constraints. Updates are planned for the first Quarter of 2022.
Release Request for Proposal and contract for an organizational assessment	Qtr 2	Complete	A Request for Quotes was released in Quarter 2. A contractor was selected and plans to complete the assessment by December 2021.
Develop records retention schedule	Qtr 3	Delayed	Delayed due to staffing constraints. This will be a priority to complete once vacancies are filled.
Establish legislative tracking system	Qtr 3	Delayed	Executive staff monitors bills that relate to matters within the Conservancy's jurisdiction. Establishing a formal tracking mechanism has been delayed due to staffing constraints and other urgent priorities such as COVID-19 response.
Submit indirect cost rate proposal	Qtr 4	Complete	The Conservancy submitted an Indirect Cost Rate Proposal, which the Conservancy's cognizant agency, the U.S. Department of Interior, approved in October 2021.
Develop Workforce Plan and Succession Plan	Qtr 4	Delayed	Delayed due to staffing constraints. Development of these documents will be added to the 2022 Implementation Plan.

2021 PROJECT GOALS	TIMELINE	STATUS	NOTES
Develop new/update existing policies and procedures	Qtr 4	Delayed	Due to staffing constraints, finalization of the initial 10 core policies drafted through a contract with the Department of Human Resources (CalHR) has been delayed. Finalization of those polices and work on additional policies will be added to the 2022 Implementation Plan.
Reorganize shared drive	Qtr 4	Delayed	The Conservancy plans to use student assistant, retired annuitant, or existing staffing to complete this task. However, availability of current staff to hire and train new employees has been limited. This work will be added to the 2022 Implementation Plan.
Ensure accessibility of Conservancy web content	Ongoing	Ongoing	All content posted on the web site is compliant with Americans with Disabilities Act accessibility requirements.
Submit financial reports and information (such as Governor's budget building, bond accountability reporting)	As Required	Ongoing	All reports have been completed and submitted on time.
Fulfill human resource related mandates (such as Disability Advisory Committee)	As Required	Ongoing	The Disability Advisory Committee meets quarterly and is drafting recommendations for committee functions for executive staff consideration.
Various administrative and operational requirements (e.g., State Agency Recycle Campaign and State Agency Reporting System reports, Contracting Activity Report and Improvement Plans, Continuity Plan)	As Required	Ongoing	The Contracting Activity Report, Disabled Veteran Business Enterprise Subcontracting Report, and State Agency Buy Recycled Campaign Report were submitted by October 31, 2021. The State Agency Recycle Campaign Report will be submitted on or before May 1, 2022.

2021 PROJECT GOALS		TIMELINE	STATUS	NOTES
Participate in Audits (e.g., Dept. of Finance audits of bond funded grant programs, State Personnel Board audit of human resources practices, General Services audit of purchasing and procurement)		As Required	Complete	The Department of Finance (DOF) issued a report of findings from their audit of the Conservancy's Proposition 1 Grant Program. The Conservancy submitted a Corrective Action Plan to address the two findings and is implementing actions accordingly. The Conservancy completed the Accreditation Maintenance phase of the Department of General Services (DGS), Procurement Division's Purchasing Authority Accreditation Process and remains accredited at Tier 1. Staff updated the Conservancy's Procurement Policies and Procedures Manual and submitted it to DGS on February 16, 2022.
Submit required COVID-19 pandemic reports and drills for health and safety, human resources, budgets, and planning.		As Required	Ongoing	There has been significant human resource and budgeting related workload associated with the COVID-19 pandemic.



Proposition 1 Ecosystem Restoration and Water Quality Grant Program Update Staff Report

APPROVED PROJECT UPDATE

To date, the Conservancy has approved a total of 29 projects, committing approximately \$39.3 million for Proposition 1 grants. A brief overview of each grant cycle, including the status of each funded project for which there is a pending, active, or closed grant agreement, is provided herein.

Cycle 5 – Fiscal Year 2021-2022

The Conservancy's Cycle 5 full proposal solicitation closed on December 15, 2021. The Conservancy received eight full proposals, requesting \$4.7 million (see Figure 1 at the end of this document). Proposals have been scored internally by Conservancy staff and externally by expert reviewers. Conservancy staff will present funding recommendations to the Board at its May 2022 meeting.

Cycle 4 – Fiscal Year 2018-2019

The Board awarded approximately \$14.9 million for ten projects (eight planning and two implementation). Nine grant agreements have been executed; Conservancy staff is working with the one remaining Grantee to execute the final grant agreement.

Project Name	Mello/Jensen Heirs Sandhill Crane Preserve Project (Implementation)
Amount Awarded	\$2,273,469
County	Sacramento
Project ID	Prop 1-1801
Grantee	Agricultural-Natural Resources Trust
Overview	Acquire a conservation easement on 275 acres of farmland to ensure that it remains as wildlife friendly agriculture
Grant Agreement Status	Active as of 12/29/2020
New Information	Grantee has completed pre-escrow tasks and has scheduled a second appraisal.

Project Name	Blacklock Restoration: Phragmites Control Study (Planning)
Agreement Amount	\$387,440
County	Solano
Project ID	Prop 1-1803
Grantee	Department of Water Resources
Overview	Test methods for controlling invasive species in future restoration at the Blacklock restoration site
Grant Agreement Status	Active as of 3/17/2020
New Information	Herbicide applications and monitoring are proceeding as scheduled.

Project Name	Delta Waterways Habitat Restoration Planning (Planning)
Agreement Amount	\$347,481
County	Solano
Project ID	Prop 1-1804
Grantee	Solano Resource Conservation District
Overview	Planning for restoration and enhancement of waterways and edge habitats on working lands in Solano County
Grant Agreement Status	Active as of 12/19/2019
New Information	Grantee has submitted an amendment request to the scope and term of the grant agreement (See Item 13 on the agenda for this Board meeting)

Project Name	Paradise Cut Conservation and Flood Management Project, Phase 2 (Planning)
Amount Awarded	\$265,254
County	San Joaquin
Project ID	Prop 1-1806
Grantee	San Joaquin Resource Conservation District
Overview	Outreach and planning to advance the Paradise Cut Flood Bypass in San Joaquin County
Grant Agreement Status	Active as of 9/23/2020
New Information	Grantee is preparing a scope of work for potential implementation funding from Department of Water Resources and is drafting a Memorandum of Understanding for San Joaquin Area Flood Control Agency indicating its support for long-term local engagement for the project.

Project Name	Elk Slough Fish Passage and Flood Improvement (Planning)
Amount Awarded	\$984,695
County	Yolo
Project ID	Prop 1-1807
Grantee	Reclamation District 999
Overview	Planning for habitat and flood control enhancements along Elk Slough
Grant Agreement Status	Active as of 7/10/2020
New Information	Grantee has started work on the second phase of the project.

Project Name	Lower San Joaquin Riparian Corridor (Planning)
Amount Awarded	\$522,027
County	San Joaquin
Project ID	Prop 1-1808
Grantee	American Rivers
Overview	Planning for restoration of floodplain and riparian habitat along the lower San Joaquin River
Grant Agreement Status	Active as of 5/3/2021
New Information	Grantee has finalized subcontracts and has filed a Delta Stewardship Council Certification of Consistency with the Delta Plan.

Project Name	Marsh Creek Channel Restoration (Planning)
Amount Awarded	\$519,494
County	Contra Costa
Project ID	Prop 1-1809
Grantee	American Rivers
Overview	Planning for Marsh Creek floodplain and riparian habitat restoration
Grant Agreement Status	Pending
New Information	Execution of the agreement is on hold. The Grantee has a deadline of 3/15/2022 to provide a landowner letter of support.

Project Name	Phase 1 San Joaquin River Floodplain Restoration and Floodway Enhancement at Banta-Carbona Project (Planning)
Amount Awarded	\$750,931
County	San Joaquin
Project ID	Prop 1-1810
Grantee	Banta-Carbona Irrigation District
Overview	Planning for 30 acres of seasonally-inundated floodplain restoration
Grant Agreement Status	Active as of 12/10/2020
New Information	Grantee has completed hydrodynamic modeling and is initiating the conceptual design process.

Project Name	Nutria Eradication Project, Phase 2 (Implementation)
Agreement Amount	\$8,483,080
County	Multiple
Project ID	Prop 1-1813
Grantee	California Department of Fish and Wildlife
Overview	Surveys for and removal of invasive species to minimize or avoid impacts to wetland habitats and water quality.
Grant Agreement Status	Active as of 6/8/2020
New Information	Grantee has requested an amendment to the scope of this project, adding the deliverables associated with the initiation of Nutria detector dogs from the Nutria Eradication Project, Phase 1 (Project ID P1-1718). If approved, this amendment will allow P1-1718 to close as scheduled in April 2022. The Grantee will present at the Interagency Ecological Program (IEP) conference on March 24, 2022.

Project Name	Oakley Creekside Park Restoration (Planning)
Amount Awarded	\$436,465
County	Contra Costa
Project ID	Prop 1-1814
Grantee	City of Oakley
Overview	Planning for restoration of floodplain and riparian habitat along Marsh Creek
Grant Agreement Status	Active as of 12/11/2020
New Information	Surveys and planning for regulatory permit applications are complete. Grantee is preparing an existing conditions report to summarize survey findings. Grantee submitted a Proposition 1 Cycle 5 concept proposal (Project ID P1-2208) but did not submit a full proposal for implementation funding.

Cycle 3 – Fiscal Year 2017-2018

The Board awarded approximately \$16.0 million for eight projects (four planning and four implementation). To date, two grants have closed.

Project Name	Restoration Planning at River Garden Farms: Improving aquatic habitat resiliency on working lands along the Sacramento River (Planning)
Agreement Amount	\$647,701
County	Yolo
Project ID	Prop 1-1702
Grantee	American Rivers
Overview	Develop restoration design plans for seven different project sites at River Garden Farms to restore ecosystem function in floodplain, wetland, and riparian habitats and provide habitat connectivity on a working farm
Grant Agreement Status	Active as of 1/22/2019
New Information	Grantee continues to develop design plans for floodplain sites. Plans for wetland and riparian sites are complete. Grantee is exploring Cutting the Green Tape statutory CEQA exemption for one riparian site that is otherwise ready for implementation.

Project Name	Knightsen Wetland Restoration and Flood Protection Project (Planning)
Agreement Amount	\$1,225,000
County	Contra Costa
Project ID	Prop 1-1709
Grantee	East Contra Costa County Habitat Conservancy
Overview	Advance planning for restoring wetlands and managing and treating storm water on public land in Knightsen
Grant Agreement Status	Active as of 3/20/2019
New Information	Grantee is continuing to develop hydrologic and hydraulic models per the Knightsen Town Community Services District’s request. The Grantee hosted an open house on the project site in December 2021 and has posted drone video of the open house walking tour for community members who were unable to attend, which may be accessed at: https://world.survee.com/?ll=37.90490475549836,-121.7743345&z=11&account=504&objtypes=1,7&page=1&obj=KeJLQT5K8Z8D (Part 1) and https://world.survee.com/?ll=37.90490475549836,-121.7743345&z=11&account=504&objtypes=1,7&page=1&obj=owJ8vTvY6Ga5 (Part 2).

Project Name	Grizzly Slough Floodplain Restoration Project at the Cosumnes River Preserve (Implementation)
Agreement Amount	\$8,700,800
County	Sacramento
Project ID	Prop 1-1710
Grantee	Department of Water Resources
Overview	Restore wetland and riparian habitat to the 334-acre site by breaching the levee and reintroducing tidal and seasonal flooding, and by establishing native vegetation
Grant Agreement Status	Active as of 4/30/2020
New Information	Grantee is completing final project design and permitting.

Project Name	Three Creeks Parkway Restoration Project #2 (Implementation)
Agreement Amount	\$990,543
County	Contra Costa
Project ID	Prop 1-1711
Grantee	American Rivers
Overview	Add one acre of habitat to the current Three Creeks Parkway Restoration project, thereby enhancing the ecological benefits of that project, while satisfying flood conveyance needs to protect the local area and allowing the larger project to move forward
Grant Agreement Status	Active as of 7/26/2019
New Information	Grantee is installing plantings and irrigation system at Sungold Park.

Project Name	Stone Lakes Restoration Project (Planning)
Agreement Amount	\$635,573
County	Sacramento
Project ID	Prop 1-1713
Grantee	Ducks Unlimited, Inc.
Overview	Planning to restore approximately 257 acres of seasonal wetland and 39 acres of riparian seasonal wetland, and enhance 20 acres of existing low-quality wetland on the Stone Lakes National Wildlife Refuge
Grant Agreement Status	Active as of 4/2/2019
New Information	The California Environmental Quality Act (CEQA) Lead Agency, Sacramento County, is planning to release the Initial Study/Mitigated Negative Declaration for public review in early 2022. Due to CEQA-related delays, Grantee requested an amendment to the funding term, which was approved on February 22, 2022.

Project Name	Nutria Eradication Project (Implementation)
Agreement Amount	\$1,125,577
County	Multiple
Project ID	Prop 1-1718
Grantee	California Department of Fish and Wildlife
Overview	Eliminate nutria from all known and discovered locations in California to prevent nutria from causing significant ecological damage in the Delta
Grant Agreement Status	Active as of 1/14/2019
New Information	Grantee has requested an amendment to the scope of this project, removing the deliverables associated with the initiation of Nutria detector dogs and transferring them to the Nutria Eradication Project, Phase 2 (Project ID P1-1813). If approved, this amendment will allow P1-1718 to close as scheduled in April 2022.

Cycle 2 – Fiscal Year 2016-2017

The Board awarded approximately \$4.4 million for four projects (one planning and three implementation). To date, three grants have closed.

Project Name	Dutch Slough Revegetation (Implementation)
Agreement Amount	\$2,900,000
County	Contra Costa
Project ID	Prop 1-1602
Grantee	Reclamation District 2137
Overview	Establish and maintain 468 acres of native tidal marsh, riparian, and grassland vegetation at the Dutch Slough restoration site
Grant Agreement Status	Active as of 8/29/2019
New Information	Vegetation monitoring is ongoing. Drone footage of the project can be viewed at https://www.youtube.com/channel/UCQI-XeBuSxocx0AJMavwTmw/videos .

Cycle 1 – Fiscal Year 2015-2016

The Board awarded approximately \$3.9 million to seven projects (four planning and three implementation). To date, four grants have closed.

Project Name	Yolo Bypass Wildlife Area Habitat and Drainage Improvement Project (Implementation)
Agreement Amount	\$2,026,814
County	Yolo
Project ID	Prop 1-Y1-2015-003
Grantee	Ducks Unlimited
Overview	Implement habitat and working landscape enhancements in the Yolo Bypass Wildlife Area
Grant Agreement Status	Active as of 6/18/2019
New Information	The project is complete. Conservancy staff are working to complete closeout. The Grantee submitted a Proposition 1 Cycle 5 proposal (Project ID P1-2207) for implementation funding of the remaining restoration sites.

Project Name	Three Creeks Parkway Restoration Project (Implementation)
Agreement Amount	\$836,409
County	Contra Costa
Project ID	Prop 1-Y1-2015-009
Grantee	American Rivers
Overview	Convert denuded flood control channel at the confluence of Marsh, Sand, and Deer Creeks into a healthy stream corridor
Grant Agreement Status	Active as of 6/27/2017
New Information	The project is complete. Conservancy staff are working to complete closeout.

Project Name	Wildlife Corridors for Flood Escape on the Yolo Bypass Wildlife Area Project (Implementation)
Agreement Amount	\$836,234
County	Yolo
Project ID	Prop 1-Y1-2015-016
Grantee	Yolo Resource Conservation District
Overview	Restore up to 5 miles (22 acres) of floodway-compatible wildlife and pollinator habitat, providing a transit corridor for wildlife during floods
Grant Agreement Status	Active as of 1/24/2017
New Information	The Grantee is working to complete all replants and map completed plantings.

CLOSED PROJECTS

To date, a total of nine projects funded by Proposition 1 have fully closed (six planning, three implementation). To receive a copy of a final report, please submit a written request specifying the project(s) of interest to prop1grants@deltaconservancy.ca.gov.

Project Name	Fish Friendly Farming Certification Program for the Sacramento-San Joaquin Delta (Planning)
Amount Spent	\$89,448 (\$2 unspent)
County	All Delta Counties
Project ID	Prop 1-Y1-2015-005
Grantee	California Land Stewardship Institute
Overview	Develop a program to work with farmers to improve water quality, that is specific to the crops and water quality concerns in Delta counties
Grant Agreement Status	Closed as of 10/9/2020
New Information	Closed; a final report is available for review.

Project Name	Sherman Island Restoration Project, Phase III (Planning)
Amount Spent	\$93,599 (\$6,367 unspent)
County	Sacramento
Project ID	Prop 1-Y1-2015-008
Grantee	Ducks Unlimited
Overview	Develop plans and permits to restore up to 1,600 acres of wetlands on Sherman Island to provide habitat, reverse subsidence, and sequester carbon
Grant Agreement Status	Closed as of 3/1/2019
New Information	Closed; a final report is available for review. Design plans are still current. Waiting for Phase II to be completed.

Project Name	Paradise Cut Conservation and Flood Management Plan (Planning)
Amount Spent	\$99,924 (\$217 unspent)
County	San Joaquin
Project ID	Prop 1-Y1-2015-012
Grantee	San Joaquin Resource Conservation District
Overview	Advance plans for a new flood bypass that will reduce flood risk, improve habitat, and maintain agricultural land along the San Joaquin River south of Paradise Cut
Grant Agreement Status	Closed as of 6/30/2019
New Information	Closed; a final report is available for review.

Project Name	Lower Marsh and Sand Creek Watershed Restoration Planning Project (Planning)
Amount Spent	\$73,493 (\$2,391 unspent)
County	Contra Costa
Project ID	Prop 1-Y1-2015-019
Grantee	American Rivers
Overview	Create a Programmatic California Environmental Quality Act document for future restoration activities conducted by Grantee and their partners in the Marsh Creek and Sand Creek watersheds
Grant Agreement Status	Closed as of 12/31/2019
New Information	Closed; a final report is available for review. The Programmatic Mitigated Negative Declaration, developed as part of this project, is being used during the planning of the Prop 1-1809 and Prop 1-1814 grants.

Project Name	Petersen Ranch: Working Waterway Habitat Enhancement Project (Implementation)
Agreement Amount	\$444,464 (\$1,398 unspent)
County	Solano
Project ID	Prop 1-1605
Grantee	Solano Resource Conservation District
Overview	Restore 13.5 acres of riparian habitat and improve water quality through improved cattle management practices on approximately 525 acres of active farmland along Lindsey Slough
Grant Agreement Status	Closed as of 2/11/2022
New Information	Closed; a final report is available for review.

Project Name	Restoration of Priority Wetlands for Endangered Species at the Cosumnes River Preserve (Implementation)
Amount Spent	\$942,631 (\$145,798 unspent)
County	Sacramento
Project ID	Prop 1-1608
Grantee	Sacramento County Regional Parks
Overview	Restore 110 acres of freshwater wetlands to benefit listed species
Grant Agreement Status	Closed as of 1/28/2021
New Information	Closed; a final report is available for review.

Project Name	Investigations of Restoration Techniques that Limit Invasion of Tidal Wetlands (Planning)
Agreement Amount	\$104,452 (\$21,398 unspent)
County	Contra Costa
Project ID	Prop 1-1612
Grantee	The Regents of the University of California (UC Davis)
Overview	Identify improved methods for tidal wetland revegetation that reduce invasion by non-native plants at Dutch Slough
Grant Agreement Status	Closed as of 11/30/2021
New Information	Closed; a final report is available for review.

Project Name	Bay Point Habitat Restoration Project (Implementation)
Agreement Amount	\$2,100,000 (\$13,718 unspent)
County	Contra Costa
Project ID	Prop 1-1701
Grantee	East Bay Regional Park District
Overview	Restore 44 acres of wetland and grassland and 5,595 linear feet of saline emergent marsh channel at Bay Point Regional Shoreline Park
Grant Agreement Status	Closed as of 12/31/2021
New Information	Closed; a final report is available for review.

Project Name	Bees Lakes Habitat Restoration Plan (Planning)
Agreement Amount	\$592,500 (\$886.63 unspent)
County	Yolo
Project ID	Prop 1-1712
Grantee	City of West Sacramento
Overview	Develop a detailed habitat restoration plan to restore disturbed riparian habitat, control non-native species, improve pond water quality, and improve the ability of the Bees Lakes area to support listed species
Grant Agreement Status	Closed as of 4/27/2021
New Information	Closed; a final report is available for review. Grantee submitted a full proposal (Project ID P1-2201) for Cycle 5 implementation funding.

BACKGROUND

The Conservancy's Proposition 1 Ecosystem Restoration and Water Quality Grant Program has \$50 million to support multi-benefit ecosystem and watershed protection and restoration projects in accordance with statewide priorities. The Grant Program is a two-step process, requiring both a concept proposal and a full proposal. Full proposals are subject to a rigorous scoring and evaluation process by both staff and a professional review panel and are recommended for funding based upon score and funding availability.

CONTACT

Sarah Lesmeister, Ecological and Community Programs Manager
Sacramento-San Joaquin Delta Conservancy
prop1@deltaconservancy.ca.gov
(916) 847-6366

FIGURE 1. MAP OF PROPOSITION 1 PROJECTS

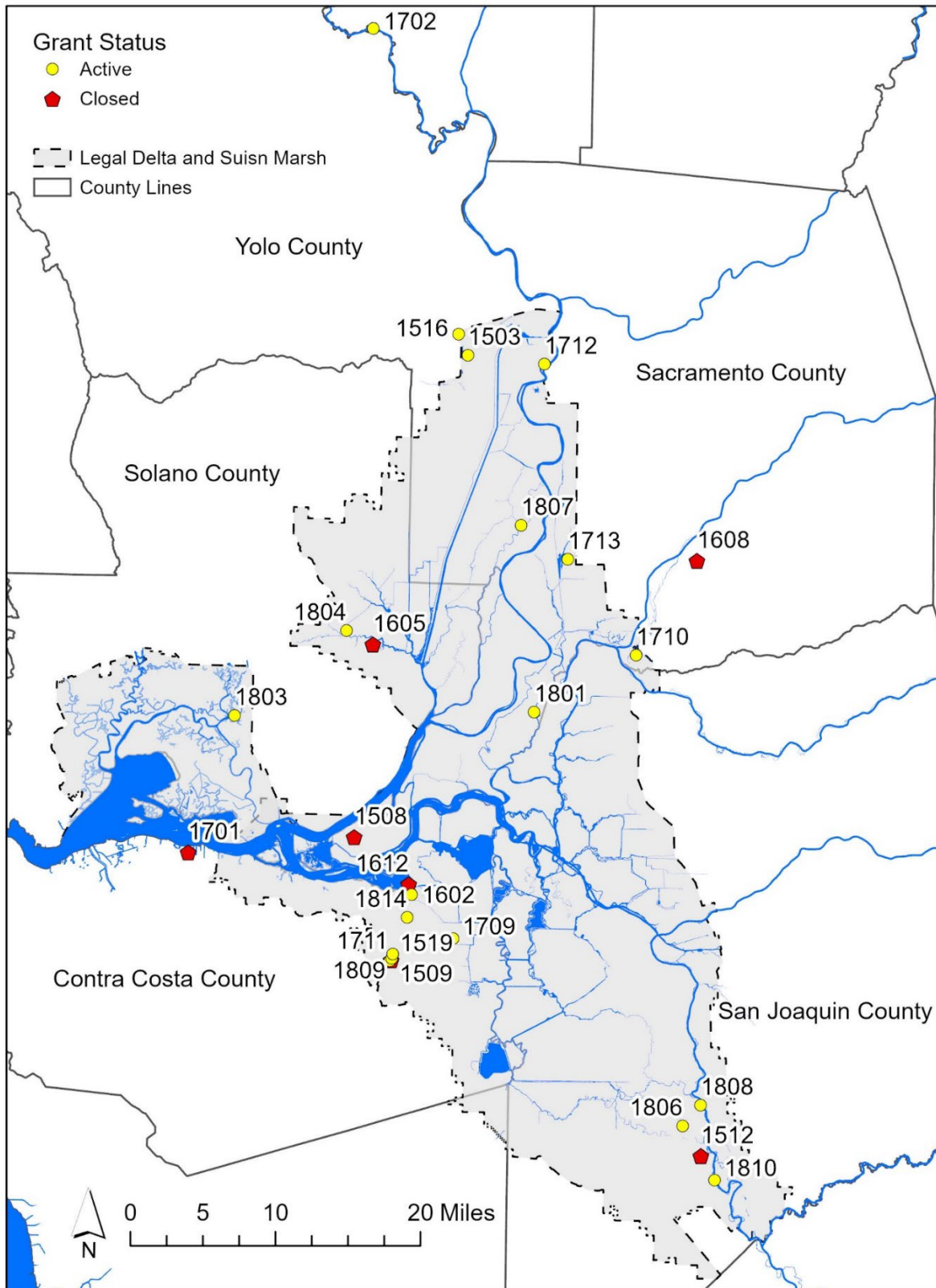


FIGURE 1: SUMMARY OF CYCLE 5 FULL PROPOSALS UNDER REVIEW

Project ID	Project Name	Applicant	Project Type	Amount Requested	County	Funding Priority(ies)	Notes
P1-2203	Big Break Regional Shoreline Restoration and Public Access	East Bay Regional Park District	Planning	\$390,000	Contra Costa	Ecosystem Protection, Restoration, and Enhancement; Water Quality Improvement	Applicant is a current grantee (Project ID P1-1701).
P1-2204	Little Franks Tract Invasive Weed Removal and Restoration	Contra Costa County Resource Conservation District	Implementation	\$427,706	Contra Costa	Ecosystem Protection, Restoration, and Enhancement	None.
P1-2207	Yolo Bypass Wildlife Area Habitat and Drainage Improvement, Phase 2	Ducks Unlimited	Implementation	\$887,516	Yolo	Ecosystem Protection, Restoration, and Enhancement; Water-Related Agricultural Sustainability	The first phase of this project was jointly funded by the Delta Conservancy (Project ID P1-1503), the California Department of Fish and Wildlife, and the Wildlife Conservancy Board.
P1-2208	Ulatis Creek Habitat Restoration	Solano Resource Conservation District	Implementation	\$353,025	Solano	Ecosystem Protection, Restoration, and Enhancement; Water Quality Improvement	Applicant is a current grantee (Project IDs P1-1605, P1-1804). Planning for this project was funded by the Delta Conservancy (Project ID P1-1804).
P1-2209	Improving Hydrological Resiliency of Managed Wetlands in Suisun Marsh	Suisun Resource Conservation District	Implementation	\$542,546	Solano	Ecosystem Protection, Restoration, and Enhancement; Water Quality Improvement	Applicant applied for funding in Cycle 4 (Project ID P1-1811) and was not selected for funding.

Project ID	Project Name	Applicant	Project Type	Amount Requested	County	Funding Priority(ies)	Notes
P1-2211	Marsh Creek Reservoir Restoration and Total Mercury Reduction	Contra Costa Flood Control and Water Conservation District	Planning	\$350,000	Contra Costa	Ecosystem Protection, Restoration, and Enhancement; Water Quality Improvement	Applicant applied for funding in Cycle 3 (Project ID P1-1703) and was not selected for funding.
P1-2212	Van Buskirk Multi-Benefit Ecosystem Restoration	American Rivers	Planning	\$467,848	San Joaquin	Ecosystem Protection, Restoration, and Enhancement	Applicant is a current and former grantee (Project IDs P1-1509, P1-1519, P1-1702, P1-1711, P1- 1808, P1-1809).



**Proposition 68 Community and Economic Enhancement Grant Program Update
Staff Report**

PROGRAM UPDATE

The Proposition 68 Community and Economic Enhancement Grant Program is designed to promote a robust Delta economy, support the vitality of Delta communities, and allow staff to provide guidance to project proponents as they develop proposals to meet these goals. Of the \$12 million allocated to the Conservancy by Proposition 68, a minimum of \$8.7 million is available for grants.

As of March 10, 2022, there are four active projects, one awarded project, five working proposals (three before the board today, and two full proposals), and five inactive proposals. The total amount of funding for active projects, awarded projects, and working proposals is \$6,061,772.

In the following tables, the DAC/SDAC designations indicates whether the project serves a disadvantaged community (DAC) or a severely disadvantaged community (SDAC), as confirmed by the Delta Conservancy SDAC policy. Proposition 68 requires that 20 percent of the allocation go to projects that support SDAC communities. Twenty percent of the Delta Conservancy’s allocation is \$2,400,000. Of the \$6,061,772 for active, awarded, or requested projects, \$3,266,507 (54 percent) are expected to support SDAC communities.

ACTIVE PROJECTS (TOTAL AMOUNT OBLIGATED: \$2,523,091)

Project Name	Southport Levee Recreational Trail (Planning)
Amount Awarded	\$337,863
County	Yolo
Project ID	P6803
Grantee	City of West Sacramento
Overview	Create planning documents for preparation of paving of 5.6 miles of levee top for recreational use
DAC/SDAC	Neither
Grant Agreement Status	Executed
New Information	The grantee held a Project Kick-Off meeting with City staff and subcontractors; the base map/topographic survey is nearly complete, and the consultant team is developing the opportunities & constraints map. The first round of stakeholder meetings are scheduled for spring 2022.

Project Name	Pittsburg Boat Launch Facility & Central Harbor Park Upgrade (Planning)
Amount Awarded	\$172,155
County	Contra Costa
Project ID	P6804
Grantee	City of Pittsburg
Overview	Create planning documents for preparation of recreational and safety enhancements to the Boat Launch Facility & Central Harbor Park
DAC/SDAC	SDAC
Grant Agreement Status	Executed
New Information	The grantee's planning subcontractor is working on the 35 percent conceptual design plans; community outreach has begun in the form of electronic surveys, with an in-person workshop expected in spring 2022.
Project Name	Pacific Flyway Center: Walk in the Marsh (Implementation)
Amount Awarded	\$1,486,050
County	Solano
Project ID	P6809
Grantee	Pacific Flyway Fund
Overview	Build three miles of ADA-compliant hiking trails, boardwalks, and educational signage throughout restored wetlands in Suisun March
DAC/SDAC	DAC
Grant Agreement Status	Executed
New Information	Grantee is working with subcontractors in preparation of starting work in April.
Project Name	Asian American Heritage Park Development (Implementation)
Amount Awarded	\$527,023
County	Sacramento
Project ID	P6811
Grantee	Delta Educational Cultural Society
Overview	Create a .07-acre park that will include culturally relevant objects and interpretive exhibits on the history and heritage of the Chinese and Japanese immigrants who once occupied the Asian American Historic District of Isleton
DAC/SDAC	SDAC
Grant Agreement Status	Executed
New Information	Grantee is working with subcontractors in preparation of starting work in April.

APPROVED PROJECTS (TOTAL AMOUNT AWARDED: \$310,373)

Project Name	Land Acquisition for the Clarksburg Schoolhouse & Delta Welcome Center (Acquisition)
Amount Awarded	\$310,373
County	Yolo
Project ID	P6802
Grantee	Friends of the 1883 Clarksburg Schoolhouse
Overview	Acquire 1.13-acre parcel to serve as the permanent home of the restored 1883 Clarksburg Schoolhouse
DAC/SDAC	SDAC
Grant Agreement Status	Pending
New Information	Grant agreement in process – execution expected spring 2022.

WORKING PROPOSALS (TOTAL AMOUNT REQUESTED: \$3,228,308)

Project ID	Project Name	Applicant	Project Type	Amount Requested	County	DAC/SDAC	Proposal Status
P6805	Isleton Museum in the Bing Kong Tong Building	Isleton Museum	Implement	\$44,500	Sacramento	SDAC	Before the board
P6806	Discover the Delta Education Center	Discover the Delta Foundation	Planning	\$223,456	Sacramento	SDAC	Before the board
P6808	Victory Highway Sign	Sacramento County	Planning	\$246,000	Sacramento	SDAC	Under review
P6810	Bees Lakes Public Access	City of West Sacramento	Implement	\$ 971,352	Yolo	Neither	Combining restoration components into CAR proposal
P6813	Clarksburg Schoolhouse Restoration and Delta Welcome Center	Friends of the 1883 Clarksburg Schoolhouse	Implement	\$1,743,000	Yolo	SDAC	Before the board

INACTIVE PROPOSALS (TOTAL AMOUNT REQUESTED: \$4,098,911)

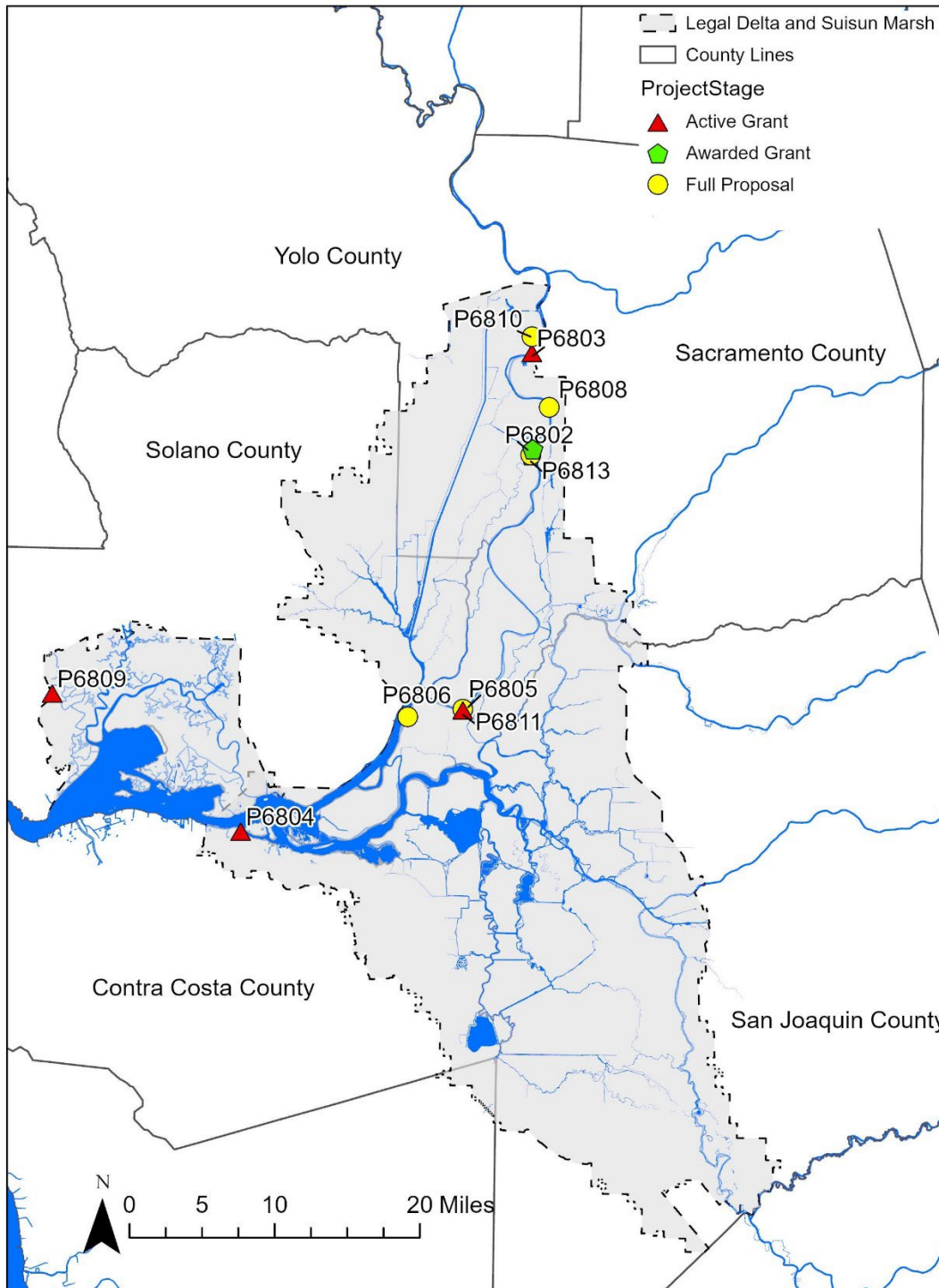
Project ID	Project Name	Applicant	Project Type	Amount Requested	County	DAC / SDAC	Status
P6801	Delta Old Timers	Gene Beley	Implement	\$25,000	San Joaquin	DAC	Project deemed ineligible
P6807	Clarksburg Branch Line Trail	City of West Sacramento	Planning	\$250,000	Yolo	Neither	On hold per applicant request
P6812	Stockton Waterways	Port of Stockton	Planning	\$900,000	San Joaquin	SDAC	Project being reconsidered by applicant
P6814	Safe Drinking Water for Safe Recreation and Tourism on Bethel Island	Bethel Island Chamber of Commerce	Implement	\$2,533,911	Contra Costa	Neither	Project deemed ineligible
P6815	Big Break Regional Shoreline Restoration and Public Access Project	East Bay Regional Park District	Planning	\$390,000	Contra Costa	SDAC	Under Proposition 1 review

BACKGROUND

Proposition 68 is the California Drought, Water, Parks, Climate, Coastal Protection, and Outdoor Access for All Act of 2018 (Public Resources Code (PRC), Division 45) that was passed by California voters on June 5, 2018. Proposition 68 makes \$12,000,000 available to the Conservancy to use for the purposes specified in its governing statute (Sacramento-San Joaquin Delta Conservancy Act, Public Resources Codes, Division 22.3). The Conservancy is using the Proposition 68 allocation to fund projects in the Conservancy’s Community and Economic Enhancement Grant Program that support community and economic development in the Delta in a manner that is complementary to ecosystem restoration and other Conservancy programs. The grant program began accepting concept proposals on January 6, 2020.

Chaptered on September 23, 2021, the Budget Act of 2021 (Senate Bill 170, Item 3875-101-0001 of Section 2.00) provided the Conservancy with \$5,250,000 for projects that support climate resilience, community access, and natural resource protection activities (collectively known as Climate, Access, and Restoration (CAR) Funding). Of the total, \$4,987,500 is available for projects.

FIGURE 1. MAP OF LOCATION AND STATUS OF PROPOSITION 68 COMMUNITY AND ECONOMIC ENHANCEMENT PROGRAM PROJECTS



CONTACT

Martha Ozonoff, Community Projects Supervisor
Sacramento-San Joaquin Delta Conservancy
martha.ozonoff@deltaconservancy.ca.gov
(916) 375-2073



Delta Drought Response Pilot Program Update Staff Report

This agenda item provides an update on the Delta Drought Response Pilot Program (DDRPP), a collaborative effort between Delta water users, the Department of Water Resources (DWR), the Delta Watermaster, and the Delta Conservancy. The objective of the program is to reduce drought stress in the Delta watershed, protect Delta water quality, and improve mutual understanding of agricultural practices and water conservation opportunities in different regions within the Legal Delta.

UPDATE

The Delta Drought Response Pilot Program has been exceedingly successful, resulting in strong partnership with the Delta farming community, significant water savings and better understanding of viable water conservation practices. Between January 19, 2022 and March 4, 2022, the program received 85 project proposals, approved 35 projects enrolling just over 8,800 acres with an estimated water savings of 22,000 acre feet and expending all of the available funding. The solicitation was closed on March 4. Funded projects included a wide variety of practices and were well distributed throughout the Legal Delta. Selection Committee staff and Conservancy staff are currently working to execute grant agreements and pay initial invoices. Staff continues to develop an interagency agreement with the University of California Davis to assist with data gathering, monitoring, and synthesis.

DESCRIPTION

The Delta Drought Response Pilot Program is in response to consecutive dry years, low combined storage in State and federal Project reservoirs, and drought-constrained water deliveries to Project contractors. Funds are available to incentivize agricultural water users in the Legal Delta to take actions expected to reduce crop consumptive water use and protect water quality. Water conserved through incentivized actions in the Pilot Program will be allocated to protecting Delta water quality and will not be available for diversion or exports. By rigorously monitoring the outcomes and impacts of a variety of actions in different settings throughout the Legal Delta, the Pilot Program will provide data to support targeted water conservation/quality protection responses during sustained and/or future droughts.

BACKGROUND

The Conservancy entered into an interagency agreement with DWR to transfer \$10,000,000 to the Conservancy to develop and implement the grant program. The Conservancy worked with DWR and the Delta Watermaster (Program Partners) to develop the solicitation and application package and launched the program in mid-January 2022. The program offered Delta water users \$900 per enrolled acre for practices that reduce consumptive water use. Qualifying actions include, but are not limited to: 1. Foregoing a planned cash crop (e.g., maintaining idled farmland with appropriate drainage and appropriate healthy soil protections); 2. Shifting irrigation practices to conserve water, reduce or adjust timing of diversions, increase reuse, and/or protect water quality (e.g., converting to 60" furrows on flood irrigated crops, foregoing a portion of the irrigation cycle, or replacing flood irrigation with subsurface irrigation); and 3. Shifting to less water-intensive crops (e.g., cultivating small grains such as

winter wheat or safflower that require little or no diversion of surface water for irrigations, instead of a more water-intensive summer crop like corn or tomatoes).

The Program Partners established a Selection Committee that reviewed applications and made recommendations for funding based on guidance established by the Program Partners. Due to the time-sensitive nature of the program, Staff presented funding recommendations to the Conservancy Board Chair and Vice Chair for approval.

The Conservancy will enter into an interagency agreement with the University of California Davis to assist with data gathering, monitoring, and synthesis of data from the pilot projects to ensure information resulting from the program will inform best practices for water conservation in sustained or future drought. All data will be made accessible to the public.

CONTACT

Campbell Ingram, Executive Officer
Sacramento-San Joaquin Delta Conservancy
campbell.ingram@deltaconservancy.ca.gov
(916) 281-4145

Figure 1. Draft Map of Drought Response Pilot Program

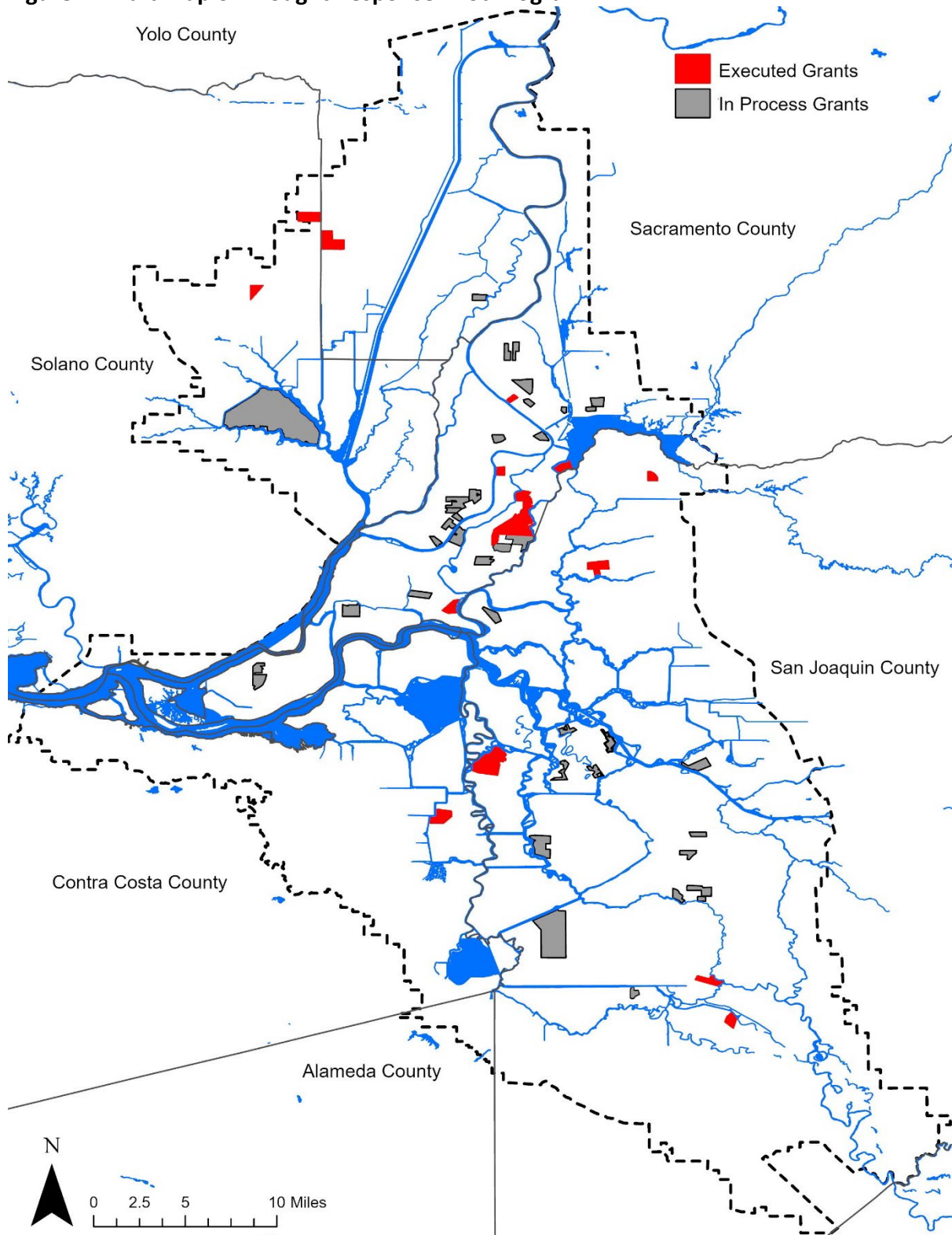


Figure 1 shows executed (red) and in process (grey) grant agreements for the DDRPP. Two applications are not included in this draft of the map, but this data will be added when available. Mapped Project areas may change as final grant agreements are developed and executed.



**Consideration of Award of Proposition 68 Community and Economic Enhancement Grant for the Isleton Museum in the Bing Kong Tong Building
Staff Recommendation**

This agenda item presents for Board consideration a recommendation to award Proposition 68 Community and Economic Enhancement Grant Program funding for the Isleton Museum in the Bing Kong Tong Building project.

PROJECT OVERVIEW

Applicant	Isleton Museum
Project ID	P6805
Project Type	Implementation
County	Sacramento
Funding Request	\$44,500
Total Project Cost	\$44,500
Funding Recommendation	\$44,500

RECOMMENDATION

Conservancy staff recommends that the Board approve up to \$44,500 in grant funding for the Isleton Museum in the Bing Kong Tong Building project (P6805) proposed by the Isleton Museum. Conservancy staff prepared the text below based on staff’s best understanding of the information provided in the application and meetings with members of the Isleton Museum. Staff followed the Community and Economic Enhancement Grant Program Grant Guidelines, approved by the Conservancy Board December 2019, in working with the applicant and assessing this proposal.

DESCRIPTION

The purpose of this project is to purchase and install proper display cases for housing historic and cultural items in the Isleton Museum, located in the renovated Bing Kong Tong Building. Items include everyday objects that show what life was like in Isleton from prehistoric times, through to the mid-1900s. Cultural artifacts include native American baskets, Chinese pottery, household utensils, and agricultural tools used by early immigrants. Display cases are specifically designed to protect artifacts while also providing educational displays for viewing.

This proposal will fund the final step in a multiphase effort with a larger purpose of renovating a historic building and converting it into a museum that will be a historic and cultural resource for Isleton and the Delta. As part of the newly formed Sacramento-San Joaquin Delta National Heritage Area, the applicant’s goal is to provide a resource for the general public, teachers, students, and all those interested in the history of the Delta.

In 1994 the land, building and its contents were deeded from the San Francisco Tong to the Isleton Brannan-Andrus Historical Society (IBAHS). Since the transfer of property, the goal has been to convert the building into the Isleton Museum.

To convert the Bing Kong Tong building into the Isleton Museum, the applicant has received grants from the California Cultural and Historical Endowment and the United States Department of Housing and Urban Development, with assistance from the Sacramento Housing and Redevelopment Agency. These grants funded phases one and two of the project which including structural stabilization, interior and exterior renovation (e.g., updating the interior floors, walls, ceilings, plumbing, sewer, and electrical systems), and the installation of an elevator and fire suppression system. Renovations of the Bing Kong Tong building were completed in July 2021.

The third and final phase of the project consists of outfitting the museum. Wall displays, including signage, photos, silks, and maps, were mounted on the walls in December 2021. Other museum items need to be secured in lockable cases designed to both protect and display these types of artifacts, and help to preserve them for future generations.

The proposed project is categorically exempt from the CEQA requirements, under Article 19, Section 15301(d). The CEQA exemption can be found in the Environmental Compliance section of the application.

Severely Disadvantaged Community (SDAC)

Proposition 68 requires that at least 20 percent of all funding be spent on projects that serve severely disadvantaged communities, which are defined as “a community with a median household income less than 60 percent of the statewide average” (PRC 45 Sec. 80008(a)(1)). Located in the city of Isleton, the Isleton Museum in the Bing Kong Tong Building project serves a severely disadvantaged community.

Cost Share

The Isleton Museum, a nonprofit organization, will not contribute cost share. While the Museum does not have qualifying cost share during the funding term, it is notable that they have secured considerable commitments of time, labor, donations, and monetary support for other components of the project as described in the description section above.

CONSISTENCY WITH STATE AND LOCAL PRIORITIES

The project is consistent with Proposition 68 and the Conservancy's enabling legislation (Public Resources Code sections 32300-32381) and strategic plan. This project is consistent with priorities outlined in the Delta Stewardship Council's Delta Plan and the Delta Protection Commission's Economic Sustainability Plan.

LOCAL AND INSTITUTIONAL SUPPORT

The Isleton Museum is governed by an active volunteer board of directors, many of whom who have donated hundreds of hours of their time to the project. The Museum is also financially supported by a large membership base, drawing from the local community. Lastly, local support is evident through letters from local and regional community organizations, including Isleton Elementary School, the

Isleton Chamber of Commerce, the Isleton Historic Review Board, and the California Preservation Foundation.

BACKGROUND

Proposition 68 is the California Drought, Water, Parks, Climate, Coastal Protection, and Outdoor Access for All Act of 2018 (Public Resources Code Division 45) that made \$12,000,000 available to the Conservancy for uses specified in its governing statute (Sacramento-San Joaquin Delta Conservancy Act, Public Resources Codes, Division 22.3). The Conservancy will use Proposition 68 funds to support projects in the Conservancy's Community and Economic Enhancement Grant Program. Unlike traditional grant programs, this program was designed to allow Conservancy staff to collaborate with project applicants to develop proposals that meet the Conservancy and Proposition 68 goals. When applicants submit concept proposals, staff review the proposal to assess viability and appropriateness with program goals. If the concept proposal is suitable, staff then guide applicants as they develop a full proposal for consideration of Proposition 68 funding. The Isleton Museum proposal is the first of three projects being presented to the Conservancy Board for consideration today.

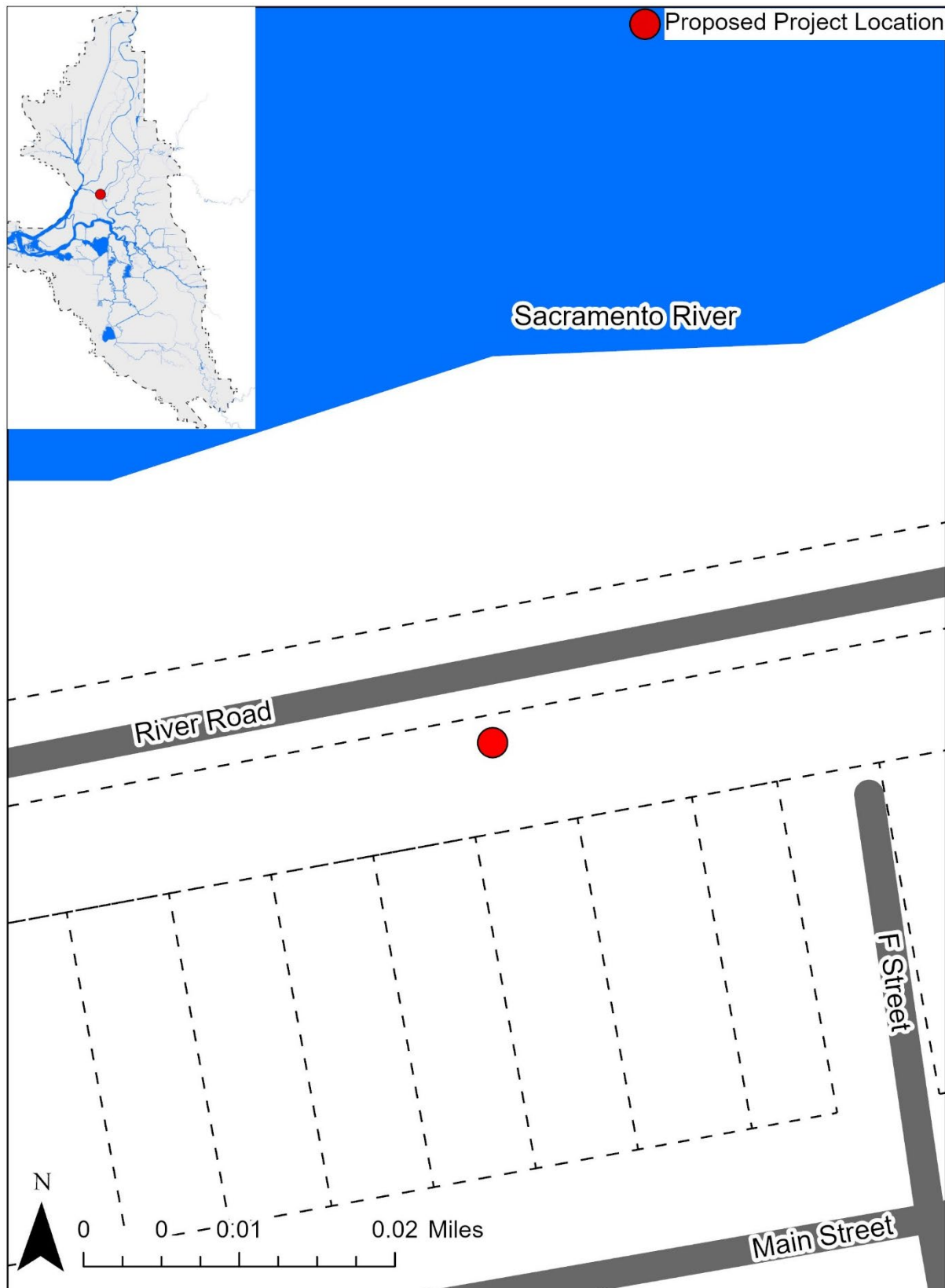
SUGGESTED MOTION LANGUAGE

Move to award funding up to \$44,500 to the Isleton Museum from the Proposition 68 Community and Economic Enhancement Grant Program for the Isleton Museum in the Bing Kong Tong Building project.

CONTACT

Martha Ozonoff, Community Projects Supervisor
Sacramento-San Joaquin Delta Conservancy
martha.ozonoff@deltaconservancy.ca.gov
(916) 375-2073

FIGURE 1. MAP OF THE ISLETON MUSEUM IN THE BING KONG TONG BUILDING PROJECT AREA





Consideration of Award of Proposition 68 Community and Economic Enhancement Grant for the Discover the Delta Education Center Staff Recommendation

This agenda item presents for Board consideration a recommendation to award Proposition 68 Community and Economic Enhancement Grant Program funding for the Discover the Delta Center Planning project.

PROJECT OVERVIEW

Applicant	Discover the Delta Foundation
Project ID	P6806
Project Type	Planning
County	Sacramento
Funding Request	\$223,456
Total Project Cost	\$223,456
Funding Recommendation	\$223,456

RECOMMENDATION

Conservancy staff recommends that the Board approve up to \$223,456 in grant funding for the Discover the Delta Center Planning project (P6806) proposed by the Discover the Delta Foundation. Conservancy staff prepared the text below based on staff’s best understanding of the information provided in the application and meetings with members of Discover the Delta Foundation. Staff followed the Community and Economic Enhancement Grant Program Grant Guidelines, approved by the Conservancy Board December 2019, in working with the applicant and assessing this proposal.

DESCRIPTION

This application seeks funds to review and update building plans, and to process a new building permit including payment of required Sacramento County fees. In 2009, Discover the Delta Foundation completed site and building plans prepared by DCC Engineering for the proposed Discover the Delta Education Center. The project and plans were reviewed by Sacramento County and a California Environmental Quality Act (CEQA) negative declaration, use permit, building permit, and grading permit were issued. Grading at the site started, however the building was not constructed. Due to the ten-year span since completion, Sacramento County now requires the building plans be updated to meet current building codes and that a new building permit be issued.

The overall purpose and goals of the Delta Education Center is to inform visitors about the Delta region at a highly visible site, accessible by State Highways 160 and 12. The Center’s landmark water tower is visible from both the highway and the Sacramento River, orienting visitors to the Center. Through a combination of interpretive signage and displays, docent-led tours, and an interactive website, the project will educate the public on the environmental, historical, and cultural influences that created

the region, how the region has evolved over time, and the possibilities for the future of the Delta. In addition, the Delta Education Center will serve as a physical Gateway to the Delta—an identifiable landmark to locate and orient residents and visitors. The Delta Education Center will provide the public with information about the Delta, while serving as a destination for the public to learn, understand, and better know one of the unique geographic regions in the State.

In preparation for the Delta Education Center, Discover the Delta Foundation has purchased the project site, developed plans for the project, initiated local agency project approvals, and designed various fundraising and management scenarios.

Severely Disadvantaged Community (SDAC)

Proposition 68 requires that at least 20 percent of all funding be spent on projects that serve severely disadvantaged communities, which are defined as “a community with a median household income less than 60 percent of the statewide average” (PRC 45 Sec. 80008(a)(1)). Located in Sacramento County, at the intersection of State Highway 12 and State Highway 160, the Discover the Delta Center Planning project serves a severely disadvantaged community.

Cost Share

The Discover the Delta Foundation, a nonprofit organization, will not contribute cost share. While the Foundation does not have qualifying cost share during the funding term, it is notable that they have secured considerable commitments of time, labor, donations, and monetary support for other components of the project. The California Natural Resources Agency provided a \$500,000 Proposition 13 River Protection grant in October 2010 to assist with site acquisition, a \$200,000 grant was received from Hilton Foundation, and donations and in-kind support have been provided by local businesses and individuals.

CONSISTENCY WITH STATE AND LOCAL PRIORITIES

The project is consistent with Proposition 68 and the Conservancy's enabling legislation (Public Resources Code sections 32300-32381) and strategic plan. This project is consistent with priorities outlined in the Delta Stewardship Council's Delta Plan and the Delta Protection Commission's Economic Sustainability Plan.

LOCAL AND INSTITUTIONAL SUPPORT

Led by an engaged group of board members and volunteers, building the Delta Education Center has been a core goal of the Discover the Delta Foundation since its formation in 2006. The project has received significant support from past fundraising efforts. Additionally, the project enjoys wide community support, including letters of support from the Contra Costa County Board of Supervisors, Isleton Chamber of Commerce, Oakley Union Elementary School District, and Clarksburg Winegrower and Vintners Association.

BACKGROUND

Proposition 68 is the California Drought, Water, Parks, Climate, Coastal Protection, and Outdoor Access for All Act of 2018 (Public Resources Code Division 45) that made \$12,000,000 available to the Conservancy for uses specified in its governing statute (Sacramento-San Joaquin Delta Conservancy Act, Public Resources Codes, Division 22.3). The Conservancy will use Proposition 68 funds to support projects in the Conservancy's Community and Economic Enhancement Grant Program. Unlike

traditional grant programs, this program was designed to allow Conservancy staff to collaborate with project applicants to develop proposals that meet the Conservancy and Proposition 68 goals. When applicants submit concept proposals, staff review the proposal to assess viability and appropriateness with program goals. If the concept proposal is suitable, staff then guide applicants as they develop a full proposal for consideration of Proposition 68 funding. The Discover the Delta Center Planning project is the second of three projects being presented to the Conservancy Board for consideration today.

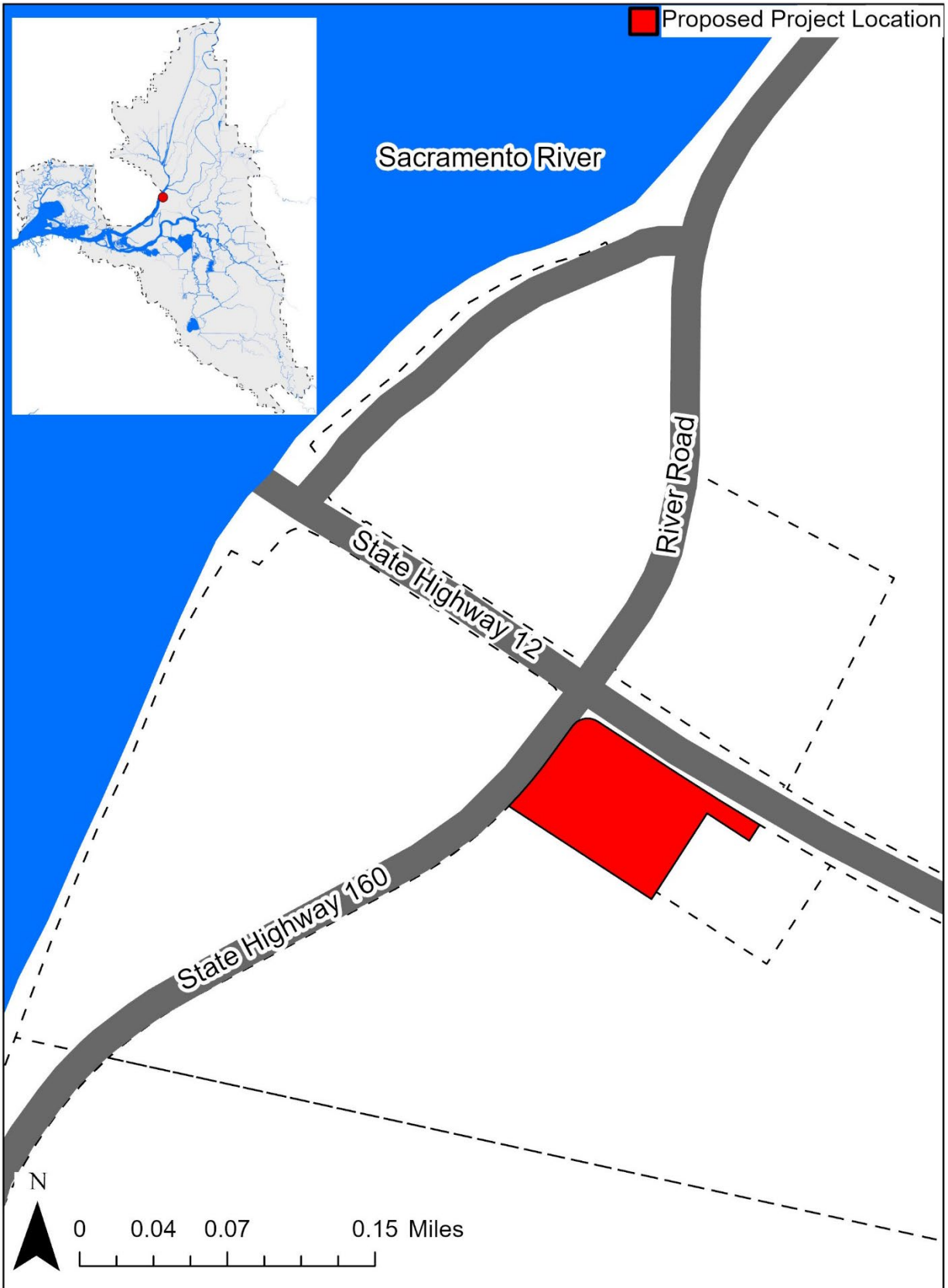
SUGGESTED MOTION LANGUAGE

Move to award funding up to \$223,456 to the Discover the Delta Foundation from the Proposition 68 Community and Economic Enhancement Grant Program for the Discover the Delta Center Planning project.

CONTACT

Martha Ozonoff, Community Projects Supervisor
Sacramento-San Joaquin Delta Conservancy
martha.ozonoff@deltaconservancy.ca.gov
(916) 375-2073

FIGURE 1. MAP OF DELTA EDUCATION CENTER





Consideration of Award of Proposition 68 Community and Economic Enhancement Grant for the Restoration of the 1883 Clarksburg Schoolhouse and Creation of a Delta Welcome Center Staff Recommendation

This agenda item presents for Board consideration a recommendation to award Proposition 68 Community and Economic Enhancement Grant Program funding for the Restoration of the 1883 Clarksburg Schoolhouse and Creation of a Delta Welcome Center project.

PROJECT OVERVIEW

Applicant	Friends of the 1883 Clarksburg Schoolhouse
Project ID	P6813
Project Type	Implementation
County	Yolo
Funding Request	\$1,743,000
Total Project Cost	\$1,743,000
Funding Recommendation	\$1,743,000

RECOMMENDATION

Conservancy staff recommends that the Board approve up to \$1,743,000 in grant funding for the Restoration of the 1883 Clarksburg Schoolhouse and Creation of a Delta Welcome Center project (P6813) proposed by the Friends of the 1883 Clarksburg Schoolhouse (Friends). Conservancy staff prepared the text below based on staff’s best understanding of the information provided in the application and meetings with members of the Friends of the 1883 Clarksburg Schoolhouse. Staff followed the Community and Economic Enhancement Grant Program Grant Guidelines, approved by the Conservancy Board December 2019, in working with the applicant and assessing this proposal.

DESCRIPTION

The goal of the project is to restore the 1883 Clarksburg Schoolhouse to create a Delta Welcome Center that will serve the public by creating a community gathering space and K-12 Educational Center; displaying exhibits to showcase Clarksburg’s and the north Delta’s environmental, agricultural, historical, and cultural importance; and showcasing tourism and recreational opportunities of the Sacramento-San Joaquin Delta. If awarded, this final phase of the project will result in a fully restored building, interior and exterior displays, and landscaping to include the original flagpole, a school bell, antique farm equipment, and picnic tables. The Schoolhouse Building Restoration will include elements such as, but not limited to: power, water, septic, plumbing, lighting, climate control, security alarm system, roof, walls, windows, doors, insulation, siding, gutters, interior bathroom, office space, exterior porticos, pedestrian walkway, outdoor deck, fencing, and striping for parking.

The broader, multi-phase project started when Dan and Judy Serpa donated the Schoolhouse to the Clarksburg community in 2015, with the stipulation that the Schoolhouse be utilized for community purposes. This donation inspired the formation of the nonprofit organization, Friends of the 1883 Clarksburg Schoolhouse, dedicated to restoring the Schoolhouse. Since 2015, the Friends have raised over \$300,000 in private donations and grants, as well as approximately \$150,000 in in-kind donations, and secured at least 10,000 donated hours from the Clarksburg community.

The Friends selected a site in the heart of Clarksburg featuring heritage oaks at 36446 Riverview Drive. This location is highly visible to incoming tourists at the entrance to town and will ensure easy access. The Friends moved the Schoolhouse to the new location (with the permission of the property owner), poured the 2,250 square foot foundation in 2021, and will have paid for all building permits, architectural and engineering costs, and will construct the 10 foot perimeter walls by March 2022 with existing funds.

In October 2021, the Friends were awarded a Proposition 68 grant from the Sacramento-San Joaquin Delta Conservancy for the land acquisition for the project site (36446 Riverview Drive, Clarksburg CA) to serve as the permanent home of the 1883 Clarksburg Schoolhouse and Delta Welcome Center.

Severely Disadvantaged Community (SDAC)

Proposition 68 requires that at least 20 percent of all funding be spent on projects that serve severely disadvantaged communities, which are defined as “a community with a median household income less than 60 percent of the statewide average” (PRC 45 Sec. 80008(a)(1)). Although not located in a severely disadvantaged community, in keeping with the Conservancy’s SDAC Policy, the project will provide a direct resource and economic stimulus for the entire northern Delta (defined as Freeport, Clarksburg, Hood, Courtland, Locke, Walnut Grove, Ryde, Isleton, and Rio Vista). Locke, Walnut Grove, and Ryde are designated as disadvantaged communities, and Isleton qualifies as a severely disadvantaged community.

Cost Share

The Friends of the 1883 Clarksburg Schoolhouse, a nonprofit organization, will not contribute cost share. While the Friends does not have qualifying cost share during the funding term, it is notable that they have secured considerable commitments of time, labor, donations, and monetary support for other components of the project as described in the project description and local and institutional support sections.

CONSISTENCY WITH STATE AND LOCAL PRIORITIES

The project is consistent with Proposition 68 and the Conservancy's enabling legislation (Public Resources Code sections 32300-32381) and strategic plan. This project is consistent with priorities outlined in the Delta Stewardship Council’s Delta Plan and the Delta Protection Commission’s Economic Sustainability Plan.

LOCAL AND INSTITUTIONAL SUPPORT

Led by a dedicated board of directors and a large group of community volunteers, the Restoration of the 1883 Clarksburg Schoolhouse and Creation of a Delta Welcome Center project enjoys robust local support. The project has received significant support from past fundraising efforts, including six successful fundraising events between 2016 and the present. Additionally, the project enjoys wide backing, including letters of support from community members, area school districts, local nonprofits, and county, state, and federal agencies.

BACKGROUND

Proposition 68 is the California Drought, Water, Parks, Climate, Coastal Protection, and Outdoor Access for All Act of 2018 (Public Resources Code Division 45) that made \$12,000,000 available to the Conservancy for uses specified in its governing statute (Sacramento-San Joaquin Delta Conservancy Act, Public Resources Codes, Division 22.3). The Conservancy will use Proposition 68 funds to support projects in the Conservancy's Community and Economic Enhancement Grant Program. Unlike traditional grant programs, this program was designed to allow Conservancy staff to collaborate with project applicants to develop proposals that meet the Conservancy and Proposition 68 goals. When applicants submit concept proposals, staff review the proposal to assess viability and appropriateness with program goals. If the concept proposal is suitable, staff then guide applicants as they develop a full proposal for consideration of Proposition 68 funding. The Restoration of the 1883 Clarksburg Schoolhouse and Creation of a Delta Welcome Center is the third of three projects being presented to the Conservancy Board for consideration today.

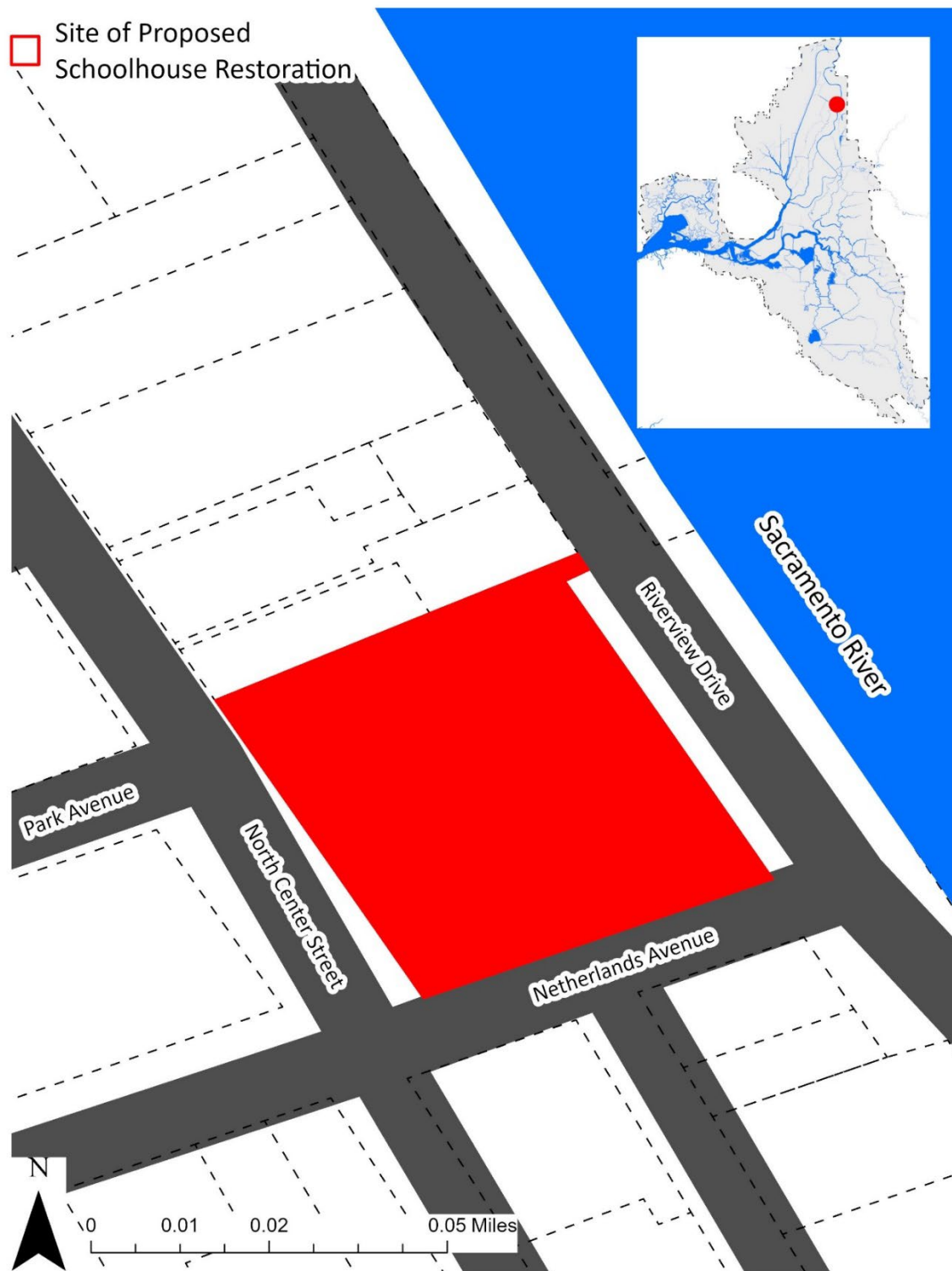
SUGGESTED MOTION LANGUAGE

Move to award funding up to \$1,743,000 to the Friends of the 1883 Clarksburg Schoolhouse from the Proposition 68 Community and Economic Enhancement Grant Program for the 1883 Clarksburg Schoolhouse and Creation of a Delta Welcome Center project.

CONTACT

Martha Ozonoff, Community Projects Supervisor
Sacramento-San Joaquin Delta Conservancy
martha.ozonoff@deltaconservancy.ca.gov
(916) 375-2073

FIGURE 1. MAP OF THE RESTORATION OF THE 1883 CLARKSBURG SCHOOLHOUSE AND CREATION OF A DELTA WELCOME CENTER





Consideration of Amendment to Scope and Term of Proposition 1 Ecosystem Restoration and Water Quality Grant Program Agreement for Delta Working Waterways Habitat Restoration Planning Project Staff Report

Grantee	Solano County Resource Conservation District
Project Number	Prop 1-1804
Award Year	2019
County	Solano County
Category	Planning
Original Award Amount	\$347,481.60
Amended Request Amount	\$347,481.60
Request	Scope and Term Amendment

This agenda item presents a request to amend the scope and extend the term of the grant agreement.

RECOMMENDATION

Staff recommends that the Board approve the amended scope and term extension.

DESCRIPTION

The Grantee requests allowance to engage landowners on project sites outside the Legal Delta and extend the term of the agreement from November 1, 2022 to March 15, 2024. The request is a result of the reluctance of previously identified landowners to commit to the planning projects amid the economic and social uncertainty surrounding the COVID-19 global pandemic.

The Grantee has identified potential project sites just outside the Legal Delta that would result in the exclusion of livestock from waterways. Per the proposal requirements outlined in the Delta Conservancy’s Grant Guidelines, the Grantee provided a Delta Benefits justification with the amendment request. The expanded project sites will: be located within five miles of the Legal Delta, be along a waterway that drains to the Delta, and will provide water quality benefits to the Delta.

This amended project supports the water quality improvement and exotic species reduction goals of the Delta Plan, as the proposed project sites are upstream of and hydrologically connected to the Legal Delta and, as such, will positively affect both the downstream water quality and reduction of exotic species. Additionally, this project addresses the Delta Plan goal to implement wildlife-friendly farming and serves as a model for infrastructure improvements and practices that can benefit the environmental and economic vitality of agricultural operations in the Delta and adjacent areas.

BACKGROUND

In May of 2019, as part of Cycle 4 of the Proposition 1 Ecosystem Restoration and Water Quality Grant Program, the Board awarded grant funds for the Delta Working Waterways Habitat Restoration

Planning project. The objective of this planning project is to develop shovel-ready design plans and secure all necessary permits in order to mimic or restore the function of floodplains, riparian forest, and wetlands. Project implementation will provide tangible habitat and water quality benefits, create corridors between historic marshland and upland habitat, and contribute to the economic and environmental sustainability of working agricultural lands. This is the first amendment requested for this project. One of the project sites, Ulatis Creek, has completed shovel-ready designs and submitted an implementation proposal through the Cycle 5 Proposition 1 solicitation.

SUGGESTED MOTION LANGUAGE

Move that the Board approve an amendment to the grant agreement with Solano County Resource Conservation District for Prop 1-1804 to allow project sites outside of the Legal Delta and extend the grant term to March 15, 2024.

CONTACT

Sarah Lesmeister, Ecological and Community Programs Manager

Sacramento-San Joaquin Delta Conservancy

sarah.lesmeister@deltaconservancy.ca.gov

(916) 847-6366



Sacramento-San Joaquin Delta Conservancy Organizational Assessment Staff Report

This agenda item presents the final report from the recently completed Conservancy Organizational Assessment.

DESCRIPTION

The Sacramento-San Joaquin Delta Conservancy (Conservancy) engaged Mission Consulting, LLC to perform a high-level organizational assessment to identify strengths and weaknesses and develop recommendations for improvement. The project was undertaken by the Conservancy in support of its 2017-2022 Strategic Plan Goal 3, Conservancy Organizational Strength and Sustainability, in which it commits to “cultivate a durable and effective organization via strategic collaboration, effective staffing and management, and long-term financial planning.” The attached report summarizes the findings and recommendations resulting from the assessment.

The assessment included interviews with all Conservancy staff and comprehensive review of programs and operational processes. Overall, the assessment found that Conservancy staff believe the organization is achieving its mission to support efforts that advance environmental protection and the economic well-being of the Delta. The assessment also identified several opportunities for the Conservancy to improve, specifically in the areas of managing turnover, adding resources, financial stability, staff enablement, grant application processing, strategic communications, and leveraging information technology. We are confident these recommendations are both practical and achievable given the Conservancy’s complement of staff, recently added programs, and shared commitment to serve the public, and we look forward to tracking its future success.

CONTACT

Campbell Ingram, Executive Officer
Sacramento-San Joaquin Delta Conservancy
campbell.ingram@deltaconservancy.ca.gov
(916) 281-4145



Sacramento – San Joaquin Delta Conservancy

ORGANIZATIONAL ASSESSMENT

A summary report on assessment findings and
recommendations for improving organizational performance

February 2022

MISSION
CONSULTING

Introduction

The Sacramento-San Joaquin Delta Conservancy (Conservancy) engaged Mission Consulting, LLC to perform a high-level organizational assessment to identify strengths and weaknesses and develop recommendations for improvement. The project was undertaken by the Conservancy in support of its 2017-2022 Strategic Plan Goal 3, Conservancy Organizational Strength and Sustainability, in which it commits to “cultivate a durable and effective organization via strategic collaboration, effective staffing and management, and long-term financial planning.” This report summarizes the findings and recommendations resulting from the assessment.

Overall, the assessment found that Conservancy staff believe the organization is achieving its mission to support efforts that advance environmental protection and the economic well-being of the Delta. However, the assessment also identified several opportunities for the Conservancy to improve, specifically in the areas of managing turnover, adding resources, financial stability, staff enablement, grant application processing, strategic communications, and leveraging information technology. We are confident these recommendations are both practical and achievable given the Conservancy’s complement of staff, recently added programs, and shared commitment to serve the public, and we look forward to tracking its future success.

Assessment Approach

Mission Consulting performed the organizational assessment during the second half of 2021. The scope of the assessment was broad, encompassing operations, activities, programs, communications, documents, duties, tools, and resources. As the assessment progressed and findings took shape, the project focused in on the areas of need reflected in this report. The project approach consisted of four tasks:

- **Initiation** – Kickoff meeting; initial interviews of executive team; orientation to the organization.
- **Assessment** – Review of documents and processes; organizational health survey; staff interviews.
- **Recommendations** – Develop and receive feedback on recommendations.
- **Report** – Deliver report summarizing key findings and recommendations.

All Conservancy staff were invited to participate in an anonymous 36-question survey, followed by one-on-one interviews to explore survey results and discuss opportunities for improvement. Interviews were also held with staff leaving the organization during the assessment period to ensure their perspectives were included. Mission Consulting also reviewed key activities, processes, and documents, to better understand Conservancy operations.

Findings and recommendations were developed and discussed with the Executive Team to confirm their accuracy and feasibility, respectively. This report reflects Mission Consulting's recommendations based on best practices and its experience working with other California state agencies. They are presented here for the consideration of the Conservancy, which can further weigh the costs and benefits of any changes in the context of its competing priorities and resource constraints.

Overview of the Conservancy

The Conservancy, which resides within the Natural Resources Agency, was established in 2010 by the State Legislature in recognition of the crisis resulting from unsustainable policies threatening the critically important Delta watershed. The Conservancy was created to serve as the primary state agency implementing ecosystem restoration in the Delta and supporting efforts that advance environmental protection and the economic well-being of Delta residents. The organization reports to an 11-member Delta Conservancy Board (Board), which is comprised of members representing the California State, local governments, and various stakeholders throughout the Sacramento–San Joaquin Delta Region (Delta). In this role, the Conservancy serves as a liaison between the State and Delta.

Currently, the primary ways the Conservancy serves the Delta include:

- **Grant administration** – Overseeing Proposition 1 (ecological restoration) and Proposition 68 (economic development) bond fund grants supporting Delta projects.
- **Special projects** – Managing several regional ecological and environmental projects, including the Delta Carbon Program, the development of regional restoration project tracking tools, and Fish Friendly Farming projects.
- **Collaboration** – Fostering and leveraging relationships and partnerships between public, private, and non-profit sector stakeholders within the Delta.

The Conservancy's annual operating budget in FY 2020-21 was \$2.15 million, funded by various state and federal sources. According to the Enacted Budget, 58 percent of the Conservancy's funding came from the General Fund, followed by 31 percent from Propositions 1 and 68 bond funds, 8 percent from the Environmental License Plate Fund, 2 percent from the Federal Trust Fund, and 1 percent from reimbursements.

The Conservancy currently has 14 permanent positions, four of which are vacant and being actively filled. These positions are divided between the Executive Team (2), Ecological and Community Programs Division (5), and Administration Division (7). The Executive Officer role is primarily outward-facing, and the Deputy Executive Director is responsible for day-to-day operations.

Since its inception, the Conservancy has successfully funded \$35.3 million for 26 grants focused on ecological restoration under the Proposition 1 program, which is now in its fifth and final cycle. In 2021, the Conservancy also began funding community and economic development projects as

part of a \$12 million Proposition 68 program. Through these programs and other efforts, the Conservancy has worked hard to become a valuable and trusted resource for its state and local stakeholders.

Findings & Recommendations

1. Staff share respect for each other and believe they have the right people and capabilities to achieve Conservancy priorities

Throughout the assessment, Conservancy staff described a work environment characterized by mutual respect among staff and a strong belief that the Conservancy had the right people and capabilities to achieve its priorities. They are interested in and proud of their work serving the Delta. Furthermore, staff believe the organization is achieving its mission to “support efforts that advance environmental protection and the economic well-being of Delta residents.”

This is an important source of strength for the Conservancy that, when combined with the Executive Team’s commitment to improve, should give the organization confidence in being able to improve other aspects of the organization. Positive staff dynamics are especially important for an organization as small as the Conservancy, as all 12 staff and 2 executive staff must establish trust, be flexible, and work collaboratively to be successful. While smaller organizations can benefit from being nimble and tightknit, they can also be less resilient and more sensitive to changes and staff relationships. This is evident in other aspects of the Conservancy, such as turnover (See Finding #2) and staff-executive team relations (See Finding #4).

Once fully staffed, it appears the Conservancy will be able to meet the demands of its current workload, not accounting for potential new work set for 2022. The lone exception is the Administration Division, which lacks sufficient resources at the management level to handle its existing workload. The Administration Supervisor position is classified as a Staff Services Manager I (Supervisory) and is responsible for administrative oversight of budgets, accounting, purchasing, contracts, grants, information technology, travel, facilities, communications, and human resources. The span of control for the breadth of program areas and quantity of work is beyond that which one position can effectively manage. This has placed undue strain the existing Administration Supervisor and required the Deputy Executive Officer to assume some of their workload, thereby impacting the Deputy’s capacity for executive-level duties.

Recommendations

1.1 Consider adding resources to support administration supervisory responsibilities –

The Conservancy should consider adding a Staff Services Manager II position to help handle the administration management workload. This will provide a high-level administration manager with capability to oversee the breadth of program areas,

assume some of the more challenging work themselves, and delegate responsibility for specific program areas to the Staff Services Manager I.

2. High staff turnover is negatively impacting operations

Over the past two years, the Conservancy has experienced the turnover of nearly 50 percent of its non-executive staff (7 of the 15 staff during the period). Records show six of the seven separated staff worked in the Programs Division and left for graduate school, to take lateral positions in larger organizations, or promotional jobs elsewhere. While this has occurred within the context of a nationwide increase in staff turnover, its significant impact on Conservancy remains noteworthy.

Such high turnover has negatively impacted the Conservancy in several ways. First, staff turnover has resulted in the loss of experience, making it difficult to build institutional knowledge and expertise. While the Executive Team has an average of tenure of 7.5 years, the average tenure of all other staff is only 1.7 years. Only one of those employees has more than three years' tenure. Four of these employees, including the Programs Division Manager, have been with the organization for approximately one year, and they were hired during the pandemic and have only worked remotely.

High turnover has also shifted more work onto remaining staff, particularly the two division managers who are ultimately responsible for ensuring work is completed. The added workload has made it difficult for staff to complete their regular activities and contributes to burnout and work delays. Facing four vacancies, the Conservancy recently released a letter to potential grant applicants letting them know that grant application activities would take longer than normal. High turnover has also increased the resources spent recruiting, onboarding, and training new staff. According to business studies, the total costs of staff replacement, including training and loss of productivity, can range from 90 percent to 200 percent of an employee's annual salary. The actual costs of replacement for the Conservancy are unknown.

According to staff interviews, one common reason for turnover is the lack of promotional opportunities and upward mobility within the organization. With only 14 permanent positions and the constraints associated with civil service, there are few chances for staff to promote within and grow their career. Case in point, during 2020-2021, there were no opportunities for staff to promote from within. The lack of promotional opportunity also makes it difficult for the Conservancy to recruit and attract talent. The other common reason for turnover cited by staff was strained relations with the Executive Team, a dynamic reflected in the survey responses of Programs Division staff.

Recommendations

2.1 Explore strategies to improve staff retention – While the Conservancy is constrained by its size, it may explore other strategies to improve employee retention, including:

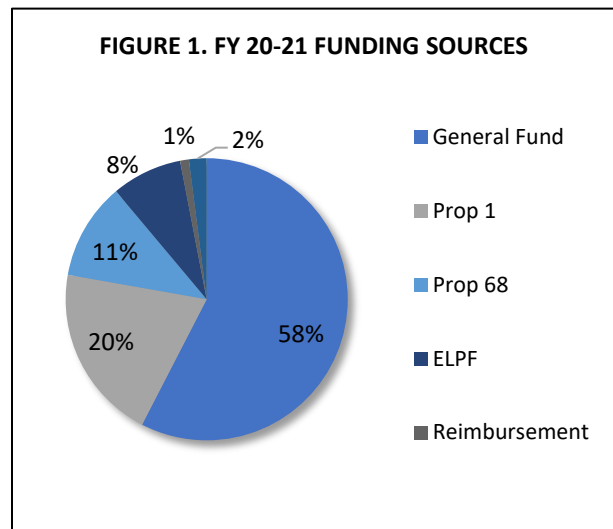
- *Offering what other jobs cannot in terms of exposure and training.* The relatively small size of the Conservancy allows it to provide staff with more varied and involved work experiences than many larger institutions. Studies show engaged staff that feel more connected to decisions and outcomes are less likely to leave their jobs. For example, given the geographical proximity of the Delta, there may be unique opportunities to meet grantees and visit project sites. In addition, there are opportunities for staff to take more training, to the benefit of both the employee and the organization. Records show the Conservancy makes funds available for professional development, but they have not been fully used.
- *Building stronger connections between staff and program outcomes.* Ultimately all Conservancy staff are supporting the programs and local projects that have real-world impact. The Conservancy should track, recognize, and celebrate these achievements, as well as ensure staff in all positions and levels feel responsibility for them. Currently, many Administration Division staff feel disconnected from Programs Division activities and the grant projects they support.
- *Continue supporting work-life balance.* According to staff, the Conservancy does a good job valuing and supporting work-life balance. As the organization returns to work post-pandemic, it should continue to ensure that telework policies and alternative schedules meet the needs of its current and prospective staff, within state guidelines.
- *Taking steps to create a better work environment.* Staff that departed during the assessment cited the work environment as a significant factor in leaving. This primarily concerned micromanagement and not feeling like they were allowed to do their jobs. (See Finding #4 and associated recommendations)

2.2 Build organizational resiliency to reduce the impact of turnover – High turnover and vacancy rates have had a significant negative impact on the Conservancy. While not entirely avoidable, the level of impact turnover has on the organization may be mitigated to a degree through cross-training staff and establishing policies and systems that capture best practices and institutional knowledge. This applies to everything from the process for reviewing grant applications (See Finding #5) to having a standard method of file organization so notes and documents can easily be found. (See Finding #6) These changes will minimize the disruption caused when experienced staff leave by providing staff with the information and guidance needed to quickly learn and contribute. Recently, the Conservancy has made significant advances in developing policies and procedures, as well as assigned back-up roles for every position – efforts that should help and be continued.

3. Reliance on proposition grant funding defines services and limits financial stability

The Conservancy’s enabling legislation grants it considerable discretion over how it supports ecological restoration and economic development in the Delta. In practice, however, the types and extent of work performed by the Conservancy is defined by its funding sources. In FY 2020-21, 58 percent of the Conservancy’s funding came from the General Fund, followed by 31 percent from Propositions 1 and 68 bond funds, 8 percent from the Environmental License Plate Fund, 2 percent from the Federal Trust Fund, and 1 percent from reimbursement. (See Figure 1)

As a result, the Conservancy’s primary function is grant administration. These activities include developing grant guidelines, soliciting and reviewing project proposals, making recommendations to the board, entering into grant agreements, and providing ongoing oversight and support to ensure grant funds are used properly and projects are successful. The focus on grants is also evident in its organizational structure, in which the Programs Division staff are organized by proposition grant program and administration staff support grant activities.



While the Proposition 1 and 68 grant programs are indispensable and valuable to the organization and the Delta, the Conservancy’s dependence on them effectively narrows the focus and impact of the organization. Without additional funding sources or increased allocation from the General Fund, the Conservancy lacks the resources to perform work beyond the bond programs that could support the Delta in the ways it was intended. Such activities include increased efforts on public education, seeking additional funding sources and partnerships to expand its impact, and exploring promising environmental projects like carbon sequestration and the potential for land management.

The Conservancy’s reliance on proposition bond funding also defines its financial stability. While the propositions provide critical funds for Delta projects, they have limited terms and the success of future propositions is unpredictable. This issue of bond funds and boom and bust cycles is not unique to the Conservancy, as it is the primary way the state funds its conservancies. For example, Proposition 1, the Conservancy’s largest program, is currently in its fifth and final grant cycle. Without access to new and diversified funding streams, the ability of the Conservancy to serve the Delta is in doubt. Upon the expiration of Proposition 1, Conservancy funds will temporarily carry on covering ongoing management and oversight before ending. Nevertheless, the lack of long-term stable funding concerns staff and has

required some positions to be limited term, making it more difficult for the Conservancy to recruit and retain staff. (See Finding #2)

The Conservancy recently received \$5.25 million from the General Fund for climate resilience, community access, and natural resource protection and received \$10 million from an interagency agreement with the Department of Water Resources to run a Delta drought response grant program. These programs provide much-needed relief in the short-term but are also limited in term and share some the same drawbacks of existing funding sources.

Recommendation

3.1 Commit resources to seek new and diversified funding sources, as possible – To increase financial stability and expand its impact on the Delta, the Conservancy should consider investing more resources in seeking additional funding sources. While General Fund resources are ideal and efforts should be continued, past attempts at budget change proposals have been unsuccessful. There are other grant opportunities that the Conservancy may want to explore, and it is recommended that it develop a strategy and devote resources to identify and apply for them. Due to its limited staff capacity, beyond the dedicated efforts of its Executive Officer, the Conservancy does not have a coordinated and committed effort to seek other funding sources, though it is recommended that it does in the future. Given the competitive nature of many grant funding opportunities and the Conservancy's limited staff resources, it has been difficult for it to invest significant resources into applications that may or may not result in funding. It should be selective with its applications and perform the groundwork needed to connect with grantors and understand the viability of their application. The Conservancy may also consider adding temporary positions or engaging an outside grant writer to support this activity.

4. High expectations and micromanagement strain staff-management relations

To ensure compliance with requirements as well as earn the trust and respect of sometimes skeptical state and local stakeholders, the Conservancy holds itself to high standards for all communications, agreements, and other deliverables. This has served it well in many ways. However, the way this has been approached by the Conservancy has led to a resource intensive and prolonged quality control process that has impacted the workplace environment and organizational performance.

According to staff, unrealistic expectations and micromanagement by the Executive Team have led to staff frustration, disengagement, and diminished self-confidence and job satisfaction. Much of the Conservancy's work product is reviewed by the Deputy Executive Officer, often leading to significant substantive and stylistic changes that create additional work and rewriting. Though staff acknowledge this process can help correct errors and improve quality, they feel the level of scrutiny is unnecessary at times and it makes them feel

they are not trusted to perform the work for which they were hired. Furthermore, this process can increase the time it takes for the Conservancy to complete work.

Our conversations about this with the Executive Team lend credence to their own challenges trying to delegate more responsibilities given the high stakes and variety of writing styles, experience, and levels of attention to detail among staff. A heightened level of review has often been needed in the absence of guidelines, processes, and procedures, as well as the newness of many staff, as described earlier in this report. In the past year, as systems and guidance have been further developed and staff experience and skillsets increased, the Executive Team has begun to delegate more responsibilities and assignments to enable Conservancy staff, especially at the division manager level. They have also met with staff to better understand and respond to their concerns.

Recommendations

4.1 Continue commitment to increased delegation and a culture of enablement –

Increased delegation will serve the dual benefits of empowering staff while shifting the burden off the Deputy Executive Officer. To facilitate this shift, we recommend the Executive Team and division managers collaborate to identify what needs to be in place for staff to succeed. Things that should be considered include: (1) assessing opportunities to further develop processes and resources to help direct work and ensure quality (See Recommendation #4.2); (2) deciding appropriate levels of review and feedback for different assignments and scenarios (See Recommendation #4.3); (3) identifying and skills gaps and devising a plan to address them through training and selective hiring; and (4) determining the right process and people to provide specific direction, as well as positive and constructive feedback.

4.2 Establish structures to help the organization perform its own quality control –

To the degree possible, the burden of quality control should be shifted from individuals to the organization via policies, processes, model language, and controls. The organizational commitment to these structures will be strongest if coming from the Executive Officer. The Conservancy already has a comprehensive writing style guide but has an opportunity to expand how it trains staff to think critically and understand the reasons behind what they are doing. In addition, the increased use of standard forms and templates, model language, and lessons learned can capture institutional knowledge while providing guidance and resources to help enforce a standard. Lastly, executive input and direction may be more appropriate early in the process rather than later, to help set outcomes, expectations, and direction. These strategies are particularly important now, given the short tenure of many of the Conservancy's staff.

4.3 Redefine quality management to account for context and risk –

The required quality of a work product can depend on various factors, including audience, risk, and use.

Quality management is not about perfection; rather, it is about achieving what is needed and neither falling short nor going beyond. In some instances, such as compliance, there may be clear requirements that must be met. In most other instances, success is more subjectively defined, and quality management requires an assessment. On a work product basis, the Conservancy would benefit from tailoring its standards and level of review to account for benefits and costs (e.g., time, strain) of additional review. Lower risk work should not require the same level of scrutiny, particularly if stylistic, and these tasks are often good candidates for delegation, allowing other staff to make decisions and experience on-the-job training. Likewise, lower priority changes to existing forms and standard language may be implemented on a regular six-month or annual cycle rather than continuously, to provide consistency and reduce the burden of constant change. At the same time, it is important that the Conservancy defines those instances and scenarios requiring a higher level of review or priority implementation.

5. Opportunities exist to improve the grant application process

The grant application process for Propositions 1 and 68 can take over a year from initial contact with an applicant to entering into a signed agreement. While the sequence of steps is slightly different between the propositions – Proposition 1 is competitive, and Proposition 68 is not – the core components of the process are largely the same: receive concept proposal, review for viability, proposal assessment, board consideration, and negotiate agreement. The most significant difference being the Conservancy can provide technical assistance to Proposition 68 applicants under certain circumstances to help them develop qualifying applications in advance of Board approval. Because the Proposition 1 application process is ending, the focus of this analysis is Proposition 68, though the lessons learned should apply to future grant programs.

Currently, the Conservancy can receive Proposition 68 grant applications at any time because there is no set grant cycle. The applications represent projects in the Delta that meet the criteria set forth in the grant guidelines, with a requirement that a percentage of the funds go toward projects benefiting Severely Disadvantage Communities. The projects can vary widely given the nature of the criteria and diversity of the region, so proposals often present the Conservancy with new questions. In addition, the grant-writing capability of the proposer can vary widely, resulting in proposals that need significant work before being ready for board consideration. Because this is inherently an iterative process that relies on applicant effort, capabilities, and partnerships, there are many variables outside of the Conservancy's control; however, there are opportunities for the Conservancy to improve the process. Though the Conservancy provides technical assistance, questions remain about what it should look like, who should perform it, and when it is obligated to provide it. Grant proposals are usually processed in the order in which they are received, but there is no set timeline for approval milestones. To date, there have been only a few approved grant applications, and they have

taken a long time to complete due to the iterative proposal process. Efforts to speed up this process will reduce the time required by Conservancy's limited staff while also decreasing project risk by taking advantage of stakeholder engagement, capacity, and quoted cost estimates, which are subject to change over time.

Recommendations

5.1 Increase use of technical assistance to provide applicants with needed resources –

The ability to provide technical assistance to support grant applicants gives the Conservancy another tool to assist the Delta, improve application quality, and, in SDAC instances, add outside resources to help applicants. Currently, this resource appears to be underutilized, as Conservancy continues to define and deliver on its vision and plan. Other examples of technical assistance provided by the state, such as that of the Strategic Growth Council, show that it can be a very proactive and involved service. This is a model the Conservancy should consider adopting. That said, when defining technical assistance, the Conservancy will also want to define the limits of its responsibility to help an applicant, so it does not feel obligated to assist all applications until they receive approval. For instance, such limits could be defined as a set number of hours or requirements that applicants are responsive and show progress by meeting defined milestones. At the time of this report, the Conservancy is actively recruiting for a retired annuitant AGPA to focus solely on providing technical assistance.

5.2 Consider alternative ways to engage applicants and shorten timeframes –

The current grant application process is very drawn out and requires considerable time and back-and-forth and iterations between the Conservancy and applicant. We recommend the Conservancy consider consolidating this process into a series of in-depth front-loaded workshops with the applicant. These meetings will allow for a detailed review with applicant, provide space for questions, explanations and problem-solving, and facilitate decision-making if the right people are present. An ideal output of the meetings will be clearly defined and assigned tasks, milestones, and open questions. If done correctly, the upfront investment in time will save time over the current process and should shorten the grant application timeline. In addition, the Conservancy may consider presenting this as a defined stage gate process that will help it communicate clearly with applicants what is required to proceed, the impacts of missing deadlines, and place limits on the resources spent with applicants that are not putting forth the effort and resources needed to present a viable project.

5.3 Improve efficiency by setting milestone and timeline targets and tracking progress

– Currently, the Conservancy lacks target dates for application milestones. This allows for the process to experience delays with little incentive or accountability otherwise.

The Conservancy should establish an ideal timeline for the different stages of an application and use it as the basis of a project schedule to drive and track progress. The schedule could be modified for a specific instance, but justification can be required, and it will be done intentionally and knowingly.

5.4 Provide grant applicants with project ideas based on best practices – Currently, the Conservancy looks to Delta communities to generate their own project ideas. While the grant guidelines provide criteria for selection, they do not provide many examples of ideal projects that have shown viability and good return on investment in similar situations. Providing such examples may help seed ideas for communities with fewer resources. Furthermore, reviewing applications for similar projects will likely make for lower risk and faster review and approval.

6. The Conservancy can better leverage its existing IT solutions

The Conservancy uses Microsoft Windows 10 and the Office suite of programs, with most of its work occurring in Word and Excel, with MS Teams being used for video conferencing. During the pandemic, remote staff have used a VPN to access files on a shared drive, though the Programs Division has recently created a SharePoint site for managing and sharing its files in the cloud. With few exceptions, the Conservancy does not take advantage of the full capabilities or programs of the Office suite that could help improve communication, collaboration, and information management.

According to staff, Conservancy files are not well organized, making finding documents and version control difficult. In the absence of a standard way for staff to save and manage their notes, tasks, and work, each have developed their own way. This undermines collaboration as well as the ability to document and manage institutional knowledge, which is particularly important in ensuring continuity in a high turnover environment.

Recommendations

6.1 Create an organization-wide file structure and policy for document management – This will allow the Conservancy to better manage its work and save staff time locating files and ensuring version control. This should be uniform across Programs and Administration Divisions. This need had already been recognized by the Conservancy, yet the organization has struggled to make resources available to plan and implement the required changes.

6.2 Use other MS Office suite programs to improve communication, collaboration, and tracking notes and tasks – The Conservancy is not taking full advantage of the programs it currently has. We recommend it use SharePoint or Teams to improve communication, collaboration, and file management. In addition, it should consider using OneNote, Planner/To Do, and Outlook to track and manage notes and tasks at a team and individual

level. Each of these programs is integrated, giving staff better access to information and the syncing of tasks.

Staff are interested and excited about these solutions, though many do not know how to use them or implement them. While research can help introduce staff to the various programs, once one is selected, managers and/or key staff should attend a training that is available to the state or via contract. Equipped with more knowledge, they can determine what approach would be best for their organization's needs and develop a plan for the rollout to the rest of the staff. We recommend that any training be done close to organization-wide implementation, so the skills can quickly be applied. For the transition to stick, managers must be committed to the change and lead by example. For instance, during meetings with staff, have OneNote open and shared with an agenda and take notes and assign tasks in real-time. In the future, instead of sharing copies of Word and Excel files with colleagues, send links to the Teams or SharePoint file location so others can collaborate and make edits in same document.

7. A matrix approach may improve engagement, collaboration, and operations

According to staff interviews, the Program and Administration Divisions can often be siloed from one another despite their mutual reliance. This dynamic expressed itself in various ways, including Program staff feeling hindered by administrative requirements and unclear processes, and Administration staff feeling disconnected from Program activities and projects. In the absence of organization-wide standards, the two divisions manage their files in different ways and many cross-division staff interactions and assignments are communicated via the Division managers.

7.1 Adopt a matrix approach to projects to increase team engagement and improve outcomes – A matrix organization uses cross-functional teams to accomplish its work. For example, the Conservancy would have a lead over Proposition 68 grants that oversees a team that consists of staff from the Program function (e.g., proposal review, technical assistance, ongoing oversight) and Administration function (e.g., strategic communications, budgeting, invoice processing, contract amendments). This team runs across the Program and Administration functions, which are managed by the Division functional managers who are primarily focused on ensuring their respective functions are defined, high performing, and supported. The goal of this model is to improve team collaboration and break down silos to ensure the right resources are focused on supporting operations and organizational objectives.

As the Conservancy explores this approach, we recommend that they start by using a weak matrix that does not require changes to their current organizational structure and focus on certain areas of immediate benefit. These areas may include:

- *Holding more cross-functional project kickoff and check-in meetings that bring key Program and Administration Division staff together* to plan and discuss an initiative's purpose, timeline, milestones, and roles and responsibilities. This will foster a team environment, help define expectations and needs, and improve project planning and management by providing a forum for all staff to participate in the process. It should be noted that the Conservancy has recently started to implement this recommendation.
- *Developing a strategic communications function that better supports Conservancy work.* Given the Conservancy's mission and role in the Delta, strategic communication plays an integral role in all its work, from grant administration and education to job recruitment and Board meetings. As such, this Administration Division function, should be treated as cross-functional, and the role of the lead should be to facilitate, plan, and execute communication strategies for each of the Conservancy's programs. This will shift the communications function from being one of controlling communication to that of maximizing the value of strategic communication in support of Conservancy objectives. This role will require working closely with the leads for those individual efforts to define communication needs, opportunities, and content, and efforts. The Conservancy has recently hired a new staff member to fulfill this role and should use this opportunity to redefine the role and the organizations' approach to communications.

Conclusion

The Conservancy is committed to improving its organizational strength and sustainability as it transitions from old to new programs and builds its staff and systems for the future. This organizational assessment was undertaken to ensure that all staff were heard and engaged in the effort to identify opportunities for improvement across the Conservancy's operations, activities, programs, communications, documents, duties, tools, and resources. The assessment found the Conservancy, overall, is achieving its mission despite its challenges as a small agency experiencing high turnover and relying on temporary bond funding. Nevertheless, these challenges have had an impact – placing significant strain on the organization and its staff, making it difficult to plan, mature its processes and systems, develop new competencies, and make other improvements that management acknowledges but lacks the time to implement. We believe the findings and recommendations in this report can help the Conservancy and its stakeholders better understand and respond to the opportunities and constraints it faces, as well as prioritize changes that can strengthen and improve the organization to the benefit of its staff and the Delta Region it proudly serves.



Potential Agenda Items for the May 25, 2022 Board Meeting

Staff is seeking input from the Board regarding additional agenda items for the May 25, 2022 Board meeting.

Potential items include:

- Consideration of Award of Proposition 68 Community and Economic Enhancement Grant(s)
- Overview of Delta Carbon Management
- Consideration of Awards for Proposition 1 Ecosystem Restoration and Water Quality Grant Program Cycle 5 grants
- Consideration of 2022 Implementation Plan

CONTACT

Jessica Adel, Fiscal and Board Analyst
Sacramento-San Joaquin Delta Conservancy
jessica.adel@deltaconservancy.ca.gov
(916) 376-4022