

2014 Delta Vision Report Card



An evaluation of efforts to implement the Delta Vision Strategic Plan

June 2014

**DELTA VISION
FOUNDATION**



2014 Delta Vision Report Card

June 2014

Delta Vision Foundation

The Delta Vision Foundation was established by members of the Delta Vision Blue Ribbon Task Force, the independent body established under Governor's Executive Order S-17-06. The Blue Ribbon Task Force held more than 30 days of public meetings over two years, and involved hundreds of stakeholders, scientists, and members of the public in the process. It issued *Our Vision for the California Delta* in 2007 and the *Delta Vision Strategic Plan* in 2008. The Delta Vision Committee, composed of Cabinet Officers, issued the *Delta Vision Committee Implementation Report* (2008) supporting almost all of the Delta Vision recommendations.

The mission of the Delta Vision Foundation (DVF) is to encourage enactment of the *Delta Vision Strategic Plan* and subsequent authorizing legislation to achieve the Two Co-Equal Goals: (1) Restore the Delta Ecosystem; and (2) Ensure Water Supply Reliability. The Delta Vision Foundation monitors, evaluates, and provides information to government officials, policymakers, and the public about the progress of the State of California in implementing the *Delta Vision Strategic Plan* recommendations as a set of integrated and linked actions.

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Acronyms

AWMC	Agricultural Water Management Council
BDCP	Bay-Delta Conservation Plan
BFA	State Board of Food and Agriculture
BTH	California Business, Transportation, and Housing Agency
Cal EMA	California Emergency Management Agency (now OES)
CalEPA	California Environmental Protection Agency
Caltrans	Department of Transportation
CCWD	Contra Costa Water District
CDFA	California Department of Food and Agriculture
CDFW	California Department of Fish and Wildlife
CDPR	California Department of Parks and Recreation
cfs	cubic feet per second
CUWCC	California Urban Water Conservation Council
CVP	Central Valley Project
CVFPB	Central Valley Flood Protection Board
CVFPP	Central Valley Flood Protection Plan
Central Valley Regional Board	Central Valley Regional Water Quality Control Board
CWC	California Water Commission
Conservancy	Sacramento-San Joaquin Delta Conservancy
CZMA	Coastal Zone Management Act
Delta	Sacramento-San Joaquin River Delta
DOC	U.S. Department of Commerce
DOI	U.S. Department of the Interior
DPC	Delta Protection Commission
DSC	Delta Stewardship Council
DSP	Delta Science Program
DVF	Delta Vision Foundation
DVSP	Delta Vision Strategic Plan
DWR	California Department of Water Resources
EIR	Environmental Impact Report
EIS	Environmental Impact Statement
ERP	Ecosystem Restoration Program
ESA	Endangered Species Act
ESP	Economic Sustainability Plan
FEMA	Federal Emergency Management Agency
IEP	Interagency Ecological Program
IRWM	Integrated Regional Water Management
ISB	Independent Science Board
MOU	Memorandum of Understanding
NMFS	National Marine Fisheries Service
NPDES	National Pollution Discharge Elimination System
NRCS	Natural Resources Conservation Service
NTA	Near-term Action
OCAP	Operational Criteria and Plan
OES	Office of Emergency Services
Reclamation	Bureau of Reclamation
Regional Board	Regional Water Quality Control Board
Resources	California Natural Resources Agency

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SLC	State Lands Commission
State Water Board	California State Water Resources Control Board
SWP	State Water Project
TMDL	Total Maximum Daily Load
USACE	U.S. Army Corps of Engineers
USDA	U.S. Department of Agriculture
USEPA	U.S. Environmental Protection Agency
USFWS	U.S. Fish and Wildlife Service
USGS	U.S. Geological Survey

Section 1

Introduction and Background

Delta Vision Foundation

The mission of the Delta Vision Foundation (DVF) is to encourage implementation and progress by the State of California toward achieving the Two Co-Equal Goals as defined in the *Delta Vision Strategic Plan* and subsequent authorizing legislation: (1) Restore the Delta Ecosystem; and (2) Ensure Water Supply Reliability. DVF monitors, evaluates, and provides information to government officials, policymakers, and the public about implementing the *Delta Vision Strategic Plan* recommendations as a set of integrated and linked actions. The *2014 Delta Vision Report Card* assesses the progress and effectiveness of State agencies and appointed governing bodies, Federal agencies, and other organizations in implementing the actions recommended in the *Delta Vision Strategic Plan* and the status of the Delta ecosystem and water supply reliability.

The Delta Vision Foundation was established by members of the Delta Vision Blue Ribbon Task Force, the independent body established under Governor's Executive Order S-17-06. The Blue Ribbon Task Force held more than 30 days of public meetings over two years, and involved hundreds of stakeholders, scientists, and members of the public in the process. It issued *Our Vision for the California Delta* in 2007 and the *Delta Vision Strategic Plan* in 2008. The Delta Vision Committee, composed of Cabinet Officers, issued the *Delta Vision Committee Implementation Report* (2008) supporting almost all of the Delta Vision Task Force recommendations.

In 2009, the Legislature and Governor approved legislation in response to the *Delta Vision Strategic Plan*, including the following bills: SBX7-1 (Simitian) Delta Governance: Delta Stewardship Council, Delta Conservancy, Delta Protection Commission; SBX7-2 (Cogdill) Water/Ecosystem Bonds (currently on the November 2014 ballot); SBX7-6 (Steinberg) Groundwater Elevation Monitoring; SBX7-7 (Steinberg) Water Conservation; and SBX7-8 (Steinberg) Water Rights Enforcement.

Delta Vision Report Card on Progress and Effectiveness

Purpose

The *2014 Delta Vision Report Card* provides a broad assessment of actions and organizations so that elected officials, agency executives and staff, and stakeholders and the public can understand the opportunities and barriers in achieving the Two Co-Equal Goals. The *Report Card* also includes recommendations for action and improvement to accelerate implementation and ensure that strategies and actions are comprehensive, coordinated, and integrated.

Evaluation Approach

The *2014 Delta Vision Report Card* is based on information gathered from elected officials' staff, agency executives and staff, stakeholders, and the public. The Delta Vision Foundation requested self-evaluations from directors and chairs of 20 Federal and State agencies, boards, commissions, councils, and science programs with important planning, oversight, and implementation responsibilities in the Delta. DVF staff conducted interviews with stakeholders, agency staff, and members of the public to gather information and perspectives on progress and accomplishment. The staff also prepared an online survey, which was available on the DVF website and announced three times to approximately 1,200 interested parties on the DVF contact list. The staff also researched the status of actions as reported on State and Federal agency websites and through conversations with agency staff.

Organization of Report Card

The *2014 Delta Vision Report Card* is organized in five sections:

Section 1. Introduction and Background

Section 2. Actions Progress – An assessment of the progress of the 85 actions recommended in the *Delta Vision Strategic Plan*.

Section 3. Leadership and Effectiveness – An evaluation of the leadership and effectiveness of 20 State and Federal organizations, agencies, and science programs with primary responsibility for implementing the *Delta Vision Strategic Plan* and implementing legislation. The evaluation also considers the constructive cooperation among stakeholders and other interested parties.

Section 4. Status of the Two Co-Equal Goals – An assessment of the status of achieving the Two Co-Equal Goals.

Section 5. Conclusions and Recommendations – Five top-level recommendations and a compilation of recommendations for programs and organizations from Sections 2 and 3.

The *Report Card* provides a framework for reporting progress by implementing agencies and increasing transparency and accountability. It is intended to serve as a positive dynamic to improve performance and ensure success in achieving the Two Co-Equal Goals. The 2011, 2012, 2013, and 2014 Report Cards give credit for the intensity of effort by all parties since publication of the *Delta Vision Strategic Plan*. However, ultimately, only action and results will address the historic problems and conflicts that have defied solution for decades. Future report cards will increase the focus and expectation for action, implementation, and results.

The Delta Vision Foundation intends this *Report Card* as a snapshot in time to highlight significant issues, opportunities, and recommendations. The DVF Board of Directors and staff welcome suggestions for improvements and information to improve the accuracy of future reports. In addition, responses and comments from public agencies, stakeholders, or the public will be posted on the DVF website as part of the public record for the *2014 Delta Vision Report Card*.

Acknowledgements

Special thanks go to the leaders of public agencies who gave generously of their time to evaluate their organizations, to agency staff and stakeholders who were interviewed, and to all of the people who provided input through the online survey. This *Report Card* would not be possible without their candid assessments of what has been accomplished and what needs improvement.

The Delta Vision Foundation and the *2014 Delta Vision Report Card* are supported by grants from the S.D. Bechtel, Jr. Foundation and the Resources Legacy Fund, Western Conservation Program.

For More Information

Additional information about the Delta Vision Foundation and the *Delta Vision Strategic Plan* is available on the Delta Vision Foundation website: www.deltavisionfoundation.org.

The following appendices to the *2014 Delta Vision Report Card* are also available on the website:

- Appendix A Agency and Stakeholder Interviews
- Appendix B Actions Status by Evaluation Topic
- Appendix C Actions Status by Lead Agency
- Appendix D Online Survey – Quantitative Results
- Appendix E Online Survey – Open-ended Question Responses

Section 2

Actions Progress

Introduction

One of the important measures of progress toward achieving the Two Co-Equal Goals is the advancement of the actions identified in the *Delta Vision Strategic Plan (DVSP)*. This section assesses the progress of the 85 actions recommended in the *DVSP*. Of the 85 actions, ten near-term actions are recommended to address immediate threats as soon as possible and 16 legal and procedural milestones are identified as key administrative actions required to advance the recommendations of the *DVSP*.

The *DVSP* actions were originally grouped under seven goals developed by the Delta Vision Task Force (Task Force). The Delta Vision Foundation has regrouped these seven goals into four evaluation topics: (1) Governance; (2) Ecosystem Restoration and Recovery; (3) Delta Vitality and Security; and (4) Water Supply Reliability, as shown in Figure 2-1. These topics are designed to align with the way most people understand the comprehensive solutions for the Sacramento-San Joaquin Bay-Delta.

This section begins with a discussion of the progress and recommendations for the ten near-term actions. The remainder of the section evaluates and makes recommendations for the four evaluation topics. Within each of these topics, the evaluation discusses the legal and procedural milestones and other *DVSP* actions.

Evaluation Approach

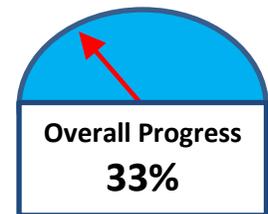
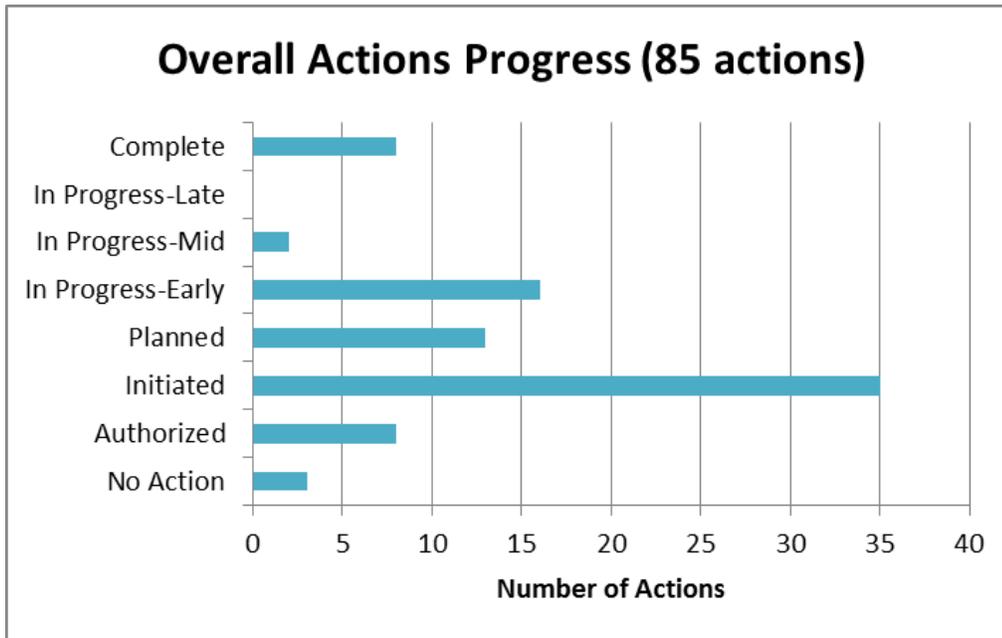
The Delta Vision Foundation assessed the status of each action in the *DVSP* using the following ten-point scale (0 to 10).

Progress and Completion		
0 points	No action	No action by Governor, Legislature, or Agency Director to initiate.
1 point	Authorized	Legislative authority granted and Administrative direction and initial funding provided.
2 points	Initiated	Purpose defined, work plan and schedule developed, team assembled.
3 points	Planned	Planning complete, ready for implementation.
4 points	In Progress Early	Implementation begun, funding authorized, workforce mobilized.
6 points	In Progress Mid	Implementation substantially underway.
8 points	In Progress Late	Implementation nearing completion.
10 points	Completed	Action completed, ongoing adaptive management and maintenance.

For each evaluation topic, the points achieved for each action in the evaluation topic were summed and divided by the total points available if all actions were completed (10 points for each action). The resulting number is shown as a percent complete for the evaluation topic. A bar graph shows the number of actions in each stage of completion.

Implementation Progress

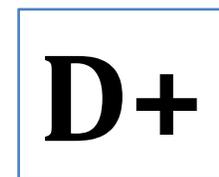
Overall, the 85 actions recommended in the *Delta Vision Strategic Plan* are 32% complete. This is a slight improvement compared with the 25% complete reported in the *2011 Delta Vision Report Card*. The graph below shows the number of actions in each progress category.



Listed below are the summary grades for near-term actions and each of the four evaluation topics.

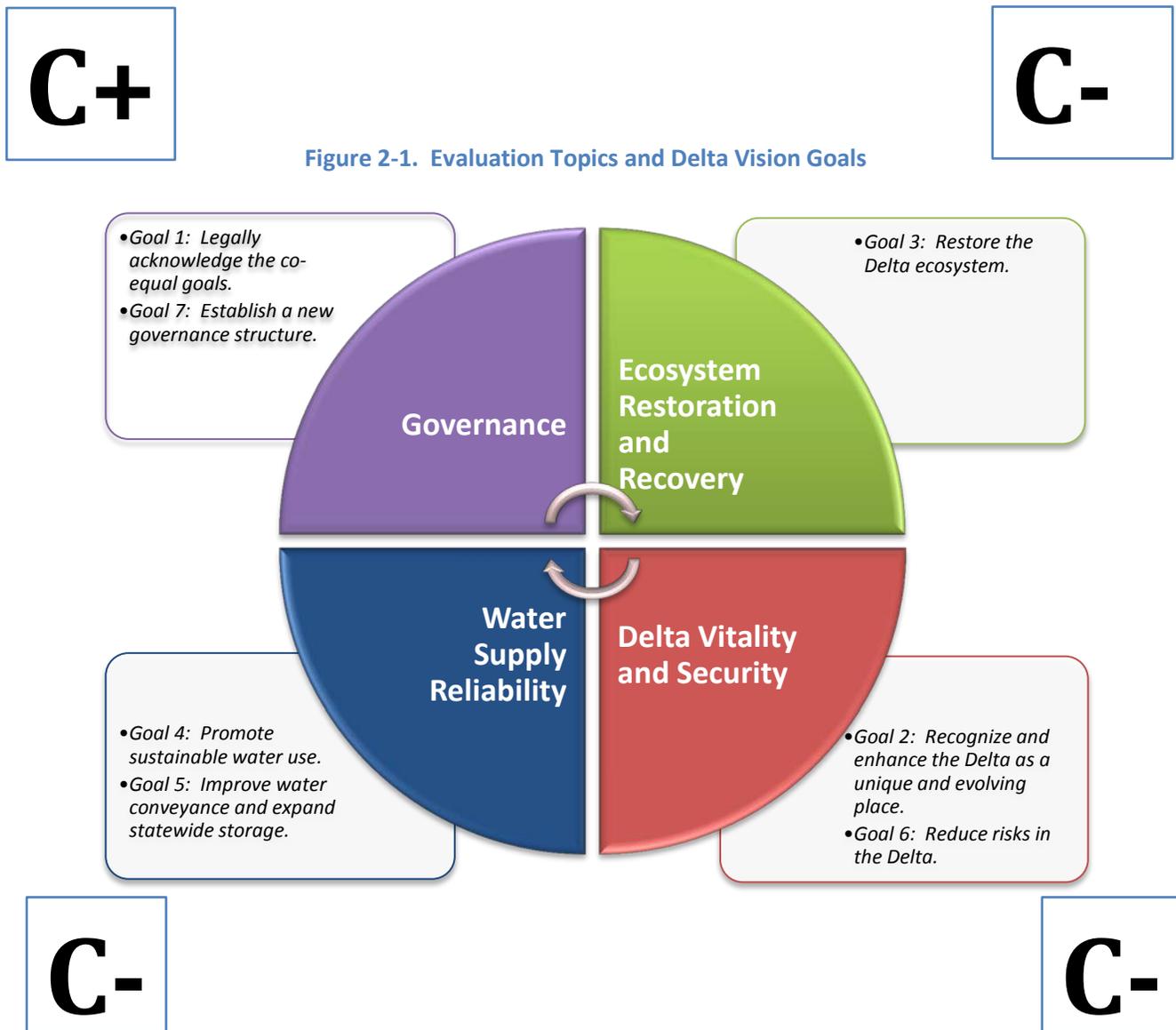
Near-Term Actions

Over the past five years, State and Federal agencies have failed to advance important near-term actions to address near-term Delta risks, ecosystem restoration, and water supply reliability. The promotion of near-term projects has come almost exclusively from stakeholders and local government as represented by the Coalition for Delta Projects, Partnership for the San Joaquin Valley, and Delta Counties Coalition, along with Office of Emergency Services and Department of Water Resources advancing emergency response planning in cooperation with local and regional managers. Some near-term ecosystem restoration actions are nearing readiness for construction, but these projects have been planned for 10 to 20 years. Planning to address Delta water quality and to reduce the risk of catastrophic flooding of Delta islands caused by an earthquake or major flood event has been deferred. Overall, the progress on near-term actions continues to be entirely inadequate. The lack of progress over the past five years resulted in a declining grade from a “C-” in 2013 to a “D+” in 2014.



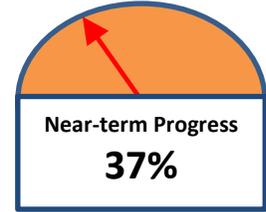
Actions Progress

New governance structures have been established and major plans are complete or near complete, but implementation is lagging in all areas. The Governance grade decreased from a “B” in 2013, to a “C+” this year, due to the lack of action planning, performance accountability, and funding, except for the 2014 drought crisis response. The grade for Ecosystem Restoration and Recovery decreased from a “C+” to a “C-” this year due to ongoing slow implementation, in spite of improved science and better performance objectives. The grade for Delta Vitality and Security remained a “C-” due to the continued delays in developing a Delta levee investment strategy and inadequate funding for Delta economic development. The Water Supply Reliability grade remained at “C-” for this year. These grades reflect the urgency for action and results after nearly five years of effort (and nearly 20 years since the beginning of the CALFED Program). However, “C-” is a poor grade—few “on-the-ground” actions have been implemented and funding and governance is not in place and accountable to improve water supply reliability, ecosystem restoration, or Delta vitality and security.



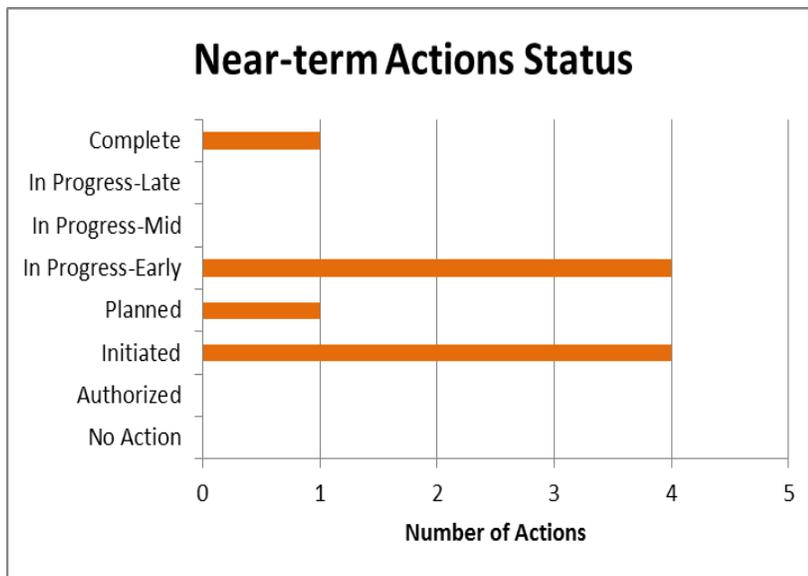
Near-Term Actions

The DVSP recommends ten actions to be undertaken and completed as soon as possible. Each of these ten near-term actions (NTA) is needed either to foster more effective policymaking or to address immediate threats to Delta inhabitants, the Delta ecosystem, or water conveyance systems. No ranking of priority is suggested.



Progress and Accomplishments

The Delta Vision Foundation assessment of near-term actions shows only a slight improvement over three years, with only 37% overall progress, compared to 30% in 2011. Planning activities have been initiated for all actions, but some have stalled or stopped. One action, the construction of a new water supply intake for the Contra Costa Water District (NTA 5), was completed in 2010. Water diversion reporting has improved, particularly through actions by the State Water Resources Control Board (State Water Board) and the Delta Watermaster. Regional monitoring and data collection are more coordinated and improvements are underway to establish funding mechanisms and reduce duplication. Other near-term actions to improve Delta water quality and fish protection have stalled as State and stakeholder resources have focused almost exclusively on long-term conveyance and habitat planning through the Bay Delta Conservation Plan. Because many of these near-term actions were identified before the 2008 *Delta Vision Strategic Plan* was published, one might expect to see much more rapid action toward completion.



Near-Term Actions

1. Obtain needed information on water diversion and use.
2. Initiate collection of improved socio-economic, ecosystem, and physical structure data about the Delta to inform policy processes and project level decision making by all public agencies, local, State, and Federal.
3. Accelerate completion of in-stream flow analyses for the Delta watershed by DFW.
4. Conduct a Middle River Corridor Two Barrier pilot project.
5. Complete construction of an alternative intake for the Contra Costa Water District.
6. Evaluate the effectiveness of a Three Mile Slough Barrier project.
7. Construct a demonstration fish protection screen at Clifton Court Forebay.
8. Advance near-term ecosystem restoration opportunities.
9. Stockpile rock and other emergency response materials.
10. Assess and improve State capacity to respond to catastrophic events in the Delta.

Important Information is Being Collected (NTAs 1 and 2)

Several important data collection programs are in place to assemble water diversion information and physical, ecosystem, and socioeconomic data in the Delta. The State Water Resources Control Board (State Water Board) has developed a computer database and online information system for water rights reporting. The Delta Watermaster has established effective communications and enforcement to increase compliance with water diversion reporting requirements to nearly 100%. The Department of Water Resources (DWR) has developed a groundwater monitoring program to collect statewide groundwater elevations and make the data available online. The Interagency Ecological Program (IEP) has initiated an inventory of research and monitoring in the Delta and its

tributaries. This inventory will improve information sharing and facilitate decision-making. The Water Quality Monitoring Council is coordinating and aligning the water quality data and reporting for the Delta. The Delta Protection Commission (DPC) has assembled foundational socioeconomic data for the Delta in the *Economic Sustainability Plan*. DWR has provided flood mapping information to local officials.

Delta Emergency Preparedness Activities Are Underway (NTAs 9 and 10)

The two biggest threats to personal safety of Delta residents are flooding and earthquakes, because either could lead to multiple levee failures in the region. Initial emergency planning activities have begun. The Delta Multi-Hazard Task Force was authorized by legislation and developed recommendations to improve emergency response. The coordination efforts continue through the Delta Working Group, the Office of Emergency Services (OES), and the Department of Water Resources (DWR) FloodSAFE program. OES, the Federal Emergency Management Agency (FEMA), and others are preparing a *Northern California Catastrophic Flood Response Plan* to be complete in 2014.

DWR continues to expand stockpiles of rock and plastic throughout the Delta in order to have these materials available in the event of levee failures. DWR completed the environmental review of three locations in the Delta for transfer facilities, which would be constructed by mid-2015. DWR is developing leases, purchase agreements, and service contracts. The Delta Stewardship Council (DSC) has recommended that DWR, in consultation with local agencies, continue to expand emergency stockpiles, make them regional in nature, facilitate their use by a larger number of agencies, and “over-reinforce” western Delta levees. The Levees Subventions Program and the Special Projects Program continue, funded through State bonds with local matching funds. However, DWR failed to grant \$50 million for Delta levee improvements in 2012, although \$75 million is planned for grants in 2014.

Near-term Delta Ecosystem Actions Demonstrate Mixed Progress (NTAs 3, 4, 6, 7, and 8)

The Department of Fish and Wildlife (CDFW) completed its report on the biological needs and flow requirements for the Delta in November 2010. Concurrently, the State Water Board submitted its schedule and estimated costs to complete in-stream flow studies for Delta tributaries. Since 2010, CDFW has received money from Proposition 84, hired three new staff in 2011, and initiated additional flow studies. Six of the 22 priority streams on CDFW's PRC 10001 statewide list are Delta tributaries. All six of these streams have flow studies underway.

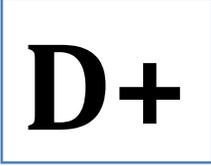
The *2011 Delta Vision Report Card* noted that early action was continuing on low volume fish screens at Clifton Court and the Three Mile Barrier. There has been no progress on either of these actions in the past three years as attention has focused on long-term conveyance and habitat improvements. The scientific review of the proposed Two Gates Project, intended to protect delta smelt in the south Delta, revealed that there was not enough evidence to support the investment at this time. Additional research is underway on the relationship of turbidity to delta smelt movement and survival.

Some Delta ecosystem restoration activities continue, but planning and design are not complete on most projects. Liberty Island, which became an unplanned ecosystem restoration project due to the 1997 levee failure, is the subject of ongoing monitoring and assessment of tidal habitat restoration. Other projects have not moved to construction, including Dutch Slough, Prospect Island, McCormack-Williamson Tract, Lindsay Slough, Meins Landing, Hill Slough, and Rush Ranch. Dutch Slough construction is planned within the next year. Many of these projects have been planned for ten years or more. Delays have resulted from a variety of issues, including funding, partnerships, design constraints, permitting, and concerns of adjacent landowners. The requirements for habitat restoration in the biological opinions for export pumping are providing important impetus to action.

Assessment

Activities Underway, But Inadequate Results

Overall, the progress on near-term actions continues to be inadequate. All of the near-term actions have been initiated, but only one is complete. The Delta Vision Foundation expected that near-term actions would have moved more quickly from planning to implementation. This is particularly true for actions that were identified and planned before the completion of the *Delta Vision Strategic Plan* in 2008. Therefore the grade declined from a “C-” to a “D+.”

A blue-bordered box containing the text "D+" in a large, bold, black serif font.

As noted in previous Report Cards, actions to protect life, property, and the water supply system are crucial. Without substantial and prompt action, loss of life and serious damage to the State’s economy is inevitable. Progress continues on stockpiling materials and developing emergency response plans. These actions primarily address single levee failures from flood events or seepage. While these actions are sorely needed, they are not, in themselves, sufficient preparation for catastrophe. The *Northern California Catastrophic Flood Response Plan* must be completed in 2014. Realistic preparations for responding to a flood, seismic event in the Delta, or a statewide drought are woefully lacking. Emergency plans must be in place before the next crisis.

Ongoing Commitment Needed

To maximize crisis preparedness, State and local leaders must continue to support preparatory actions. Specifically, emergency operations procedures, transfer facilities, and private sector agreements are all essential preparedness needs. Exercises to test public notification, evacuation, rescue, and response are key preparations for a multi-levee failure. Public education of earthquake risks and consequences should continue and expand.

Advancing near-term ecosystem restoration is a difficult and complex task. State and Federal agencies are to be commended for efforts to advance ecosystem planning; the level of initial effort is promising. However, inadequate implementation cannot be overlooked. Projects originally identified by the Delta Vision Task Force as Near-Term Actions were thought to be close to implementation in 2008; none has yet advanced beyond planning. Focus, commitment, funding, and problem solving are needed for immediate implementation.

New Knowledge and Understanding Needed

Improved data collection efforts have gotten off to a good start. Agencies must continue to assemble socio-economic, ecosystem, and physical structure data about the Delta. Next, it must be synthesized into useful information for planners and decision-makers. Data about water diversions, water use, water quality, economic activity, flood risks, and other topics is useful only if it enhances understanding of the Delta system.

Several pilot projects have produced valuable information, but more pilots are needed to really advance ecosystem restoration and improve water management. Pilots provide essential, new knowledge for future larger scale restoration. Responsible State agencies must identify implementation barriers and escalate them to executives and elected officials for prompt resolution.

Near-Term Action Recommendations

Table 2-1 shows a comparison of the recommendations regarding Near-term Actions from prior Report Cards and an assessment of current status.

The Delta Vision Foundation recommends the following actions to improve and accelerate implementation of the ten Near-term Actions.

1. The Office of Emergency Services, in partnership with other agencies, should promptly complete the *Northern California Catastrophic Flood Response Plan*, including a formal assessment of regional capacity to respond to catastrophic events in the Delta, including multiple levee failures from an earthquake. The Plan should be presented to the Governor, Delta local governments, and Delta Protection Commission.
2. The State Water Resource Control Board, in cooperation with the Department of Fish and Wildlife, should develop a coordinated work plan, budget, and schedule for implementing in-stream flow analyses upstream of the Delta and report on progress through the State Water Resources Control Board *Delta Strategic Work Plan*. The Legislature should provide the resources to implement the plan.
3. The Department of Fish and Wildlife should secure funding from the State and other sources for tidal marsh restoration in Dutch Slough, on Meins Landing, and for floodplain improvements in the Yolo Bypass.
4. The Department of Water Resources should develop and implement a work plan and schedule to accelerate consideration of low flow fish screening alternatives at the Clifton Court Forebay.
5. The Department of Water Resources and the Bureau of Reclamation should reinstate the review of the Franks Tract, Three Mile Slough Barrier projects, and other actions to protect Delta water quality.
6. The Delta Plan Interagency Implementation Committee should develop and accelerate a near-term action plan with responsibilities, timelines, and funding to reduce risks of catastrophic failure, bolster emergency response, implement habitat restoration, and secure critical infrastructure.

Table 2-1. Delta Vision Report Card Near-term Actions Recommendations Comparison

2011	2012	2013	Status
<p>Near-term Actions</p> <ol style="list-style-type: none"> The Emergency Management Agency should conduct a formal assessment of regional capacity to respond to catastrophic events in the Delta, including multiple levee failure from an earthquake. This assessment should include, among other agencies: the Business, Transportation, and Housing Agency; Department of Fish and Game; Department of Water Resources; and Delta Protection Commission. A report of the results should be presented to the Governor, Delta local governments, and Delta Protection Commission. The Department of Fish and Game should secure funding from the State and other sources for tidal marsh restoration in Dutch Slough, on Meins Landing, and for floodplain improvements in the Yolo Bypass. The Department of Fish and Game should develop and implement a work plan and schedule for expanding in-stream flow analyses upstream of the Delta. The Legislature should provide the resources to implement the plan. The Department of Water Resources should develop and implement a work plan and schedule to accelerate consideration of low flow fish screening alternatives at the Clifton Court Forebay. The Bureau of Reclamation should secure funding to complete its review of the Franks Tract and Three Mile Slough Barrier projects. 	<p>Near-term Actions</p> <p>Recommendations Initiated Since 2011 (More Progress Needed)</p> <ol style="list-style-type: none"> The Emergency Management Agency, in partnership with other agencies, should conduct a formal assessment of regional capacity to respond to catastrophic events in the Delta, including multiple levee failures from an earthquake. This assessment should include, among other agencies: the Business, Transportation, and Housing Agency; Department of Fish and Game; Department of Water Resources; and Delta Protection Commission. A report of the results should be presented to the Governor, Delta local governments, and Delta Protection Commission. <p>Note: The Emergency Management Agency has begun preparing a Catastrophic Flood Plan for the Delta.</p> <ol style="list-style-type: none"> The Department of Fish and Game should develop and implement a work plan, budget, and schedule for expanding in-stream flow analyses upstream of the Delta to meet the State Water Resources Control Board implementation schedule. The Legislature should provide the resources to implement the plan. <p>Note: The Department of Fish and Game has developed a work plan. Closer alignment of schedule commitments with the State Water Resources Control Board and dedication of sufficient resources to meet the schedule are needed.</p> <p>2011 Recommendations Repeated in 2012 (Little or No Action)</p> <ol style="list-style-type: none"> The Department of Fish and Game should secure funding from the State and other sources for tidal marsh restoration in Dutch Slough, on Meins Landing, and for floodplain 	<p>Near-term Actions</p> <ol style="list-style-type: none"> As part of the Northern California Catastrophic Flood Response Plan, the Emergency Management Agency, in partnership with other agencies, should conduct a formal assessment of regional capacity to respond to catastrophic events in the Delta, including multiple levee failures from an earthquake. This assessment should include, among other agencies: the Business, Transportation, and Housing Agency; Department of Fish and Wildlife; Department of Water Resources; and Delta Protection Commission. A report of the results should be presented to the Governor, Delta local governments, and Delta Protection Commission. The State Water Resource Control Board, in cooperation with the Department of Fish and Wildlife, should develop a coordinated work plan, budget, and schedule for implementing in-stream flow analyses upstream of the Delta and report on progress through the State Water Resources Control Board <i>Delta Strategic Work Plan</i>. The Legislature should provide the resources to implement the plan. The Department of Fish and Wildlife should secure funding from the State and other sources for tidal marsh restoration in Dutch Slough, on Meins Landing, and for floodplain improvements in the Yolo Bypass. The Department of Water Resources should develop and implement a work plan and schedule to accelerate consideration of low flow fish screening 	<p>DVSP Near-term Actions</p> <ul style="list-style-type: none"> CCWD Alternate Intake complete. Emergency preparedness better coordinated among State and counties. OES preparing Northern California Catastrophic Flood Response Plan. DWR improved materials stockpiles and is implementing transfer stations and resource agreements. Delta Watermaster in place and water diversion information reporting and enforcement improved. Delta monitoring better coordinated with improved value for decision makers. Groundwater level monitoring now in place, but incomplete. Better socio-economic data available from DPC Economic Sustainability Plan. Instream flow analyses planned and initiated, but progress is slow. Ecosystem restoration has more forward momentum through SFWCA and Conservancy, but little actual restoration completed. No meaningful planning or action on Middle River Two Barrier Project, Three Mile Slough Barrier, or Clifton Court Fish Screen Demonstration. <p>General Status</p> <ul style="list-style-type: none"> No State leadership or funding on near-term or immediate actions, until drought crisis. Delta Plan Interagency Implementation Committee has met once and identified levees, ecosystem restoration, and funding as three highest priorities.

Table 2-1. Delta Vision Report Card Near-term Actions Recommendations Comparison

<i>2011</i>	<i>2012</i>	<i>2013</i>	<i>Status</i>
	<p>improvements in the Yolo Bypass.</p> <p>4. The Department of Water Resources should develop and implement a work plan and schedule to accelerate consideration of low flow fish screening alternatives at the Clifton Court Forebay.</p> <p>5. The Department of Water Resources and the Bureau of Reclamation should reinitiate the review of the Franks Tract and Three Mile Slough Barrier projects.</p> <p><i>New Recommendations in 2012</i></p> <p>6. The Delta Stewardship Council and Natural Resources Agency should immediately convene a Near-Term Actions Implementation Team, including the Department of Water Resources, Department of Fish and Game, Emergency Management Agency, Delta Protection Commission, Delta Conservancy, and other relevant agencies. The team could develop and accelerate an action plan to reduce risks of catastrophic failure, bolster emergency response, implement habitat restoration, and secure critical infrastructure.</p> <p><i>Completed 2011 Recommendations</i> None.</p>	<p>alternatives at the Clifton Court Forebay.</p> <p>5. The Department of Water Resources and the Bureau of Reclamation should reinitiate the review of the Franks Tract and Three Mile Slough Barrier projects.</p> <p>6. The Delta Stewardship Council and Natural Resources Agency should immediately convene a Near-Term Actions Implementation Team, including the Department of Water Resources, Department of Fish and Wildlife, Emergency Management Agency, Delta Protection Commission, Delta Conservancy, and other relevant agencies. This team should be integrated with the recommended Delta Strategic Action Team and consistent with the Delta Stewardship Council’s Implementation Committee. The team should develop and accelerate an action plan to reduce risks of catastrophic failure, bolster emergency response, implement habitat restoration, and secure critical infrastructure.</p>	

Governance

Goals

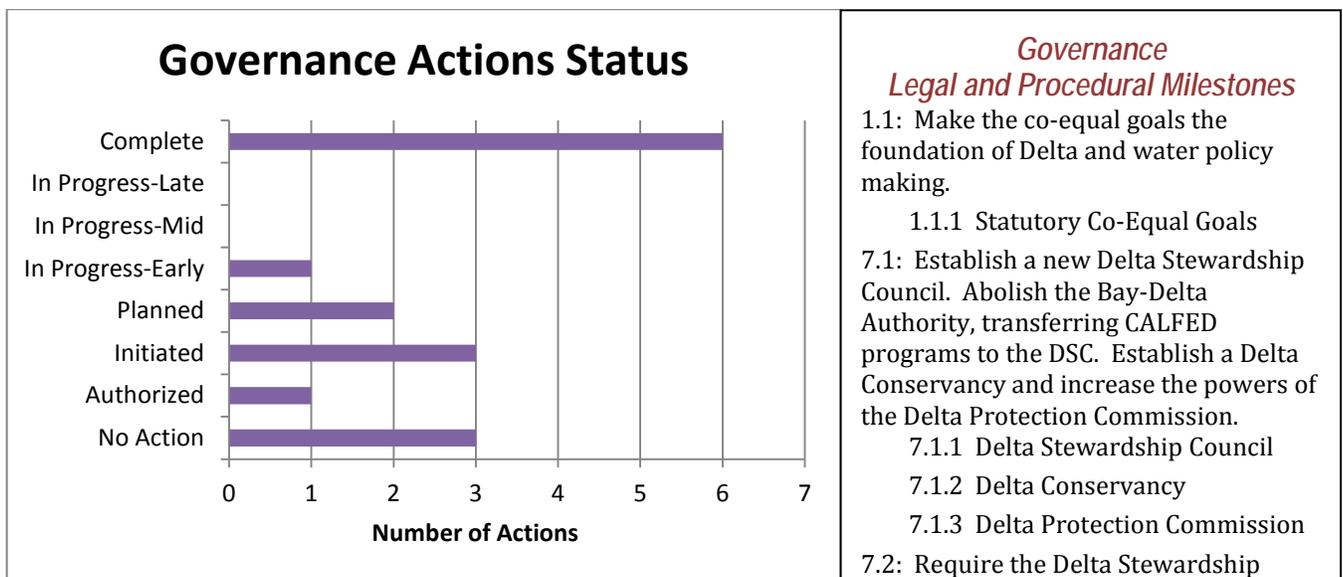
A key strategy in achieving the Two Co-Equal Goals was the establishment of new governance structures—ones with needed legal authority and competencies to achieve the Two Co-Equal Goals. The existing governance structure for water, ecosystem, and the Delta had failed. The DVSP recognizes two goals related to governance:

Goal 1: Legally acknowledge the co-equal goals of restoring the Delta ecosystem and creating a more reliable water supply for California.

Goal 7: Establish a new governance structure with the authority, responsibility, accountability, science support, and secure funding to achieve these goals.

Progress and Accomplishments

The DVSP lists 16 actions to achieve the governance goals. Overall, these 16 actions are 48% complete, only a slight improvement over 41% in 2011. Six are complete, but three have seen no action.



Legal and Procedural Milestones (6)

Legislature Addressed Delta Governance

Because governance was such a foundational issue for achieving the Two Co-Equal Goals, the DVSP specified six actions as legal and procedural milestones. Four of the six milestones were implemented by the 2009 water legislation (SBX7-1), the Delta Reform Act. The Two Co-Equal Goals have been codified as State policy, to be considered and incorporated into agency, stakeholder, and legal actions. The DSC has been established as an independent State agency, with its primary assignment to complete a *Delta Plan* to attain the Two Co-Equal Goals. The *Delta Plan* was approved on May 16, 2013. The Delta Conservancy (Conservancy) was established to act as a primary State agency to

Governance Legal and Procedural Milestones

- 1.1: Make the co-equal goals the foundation of Delta and water policy making.
 - 1.1.1 Statutory Co-Equal Goals
- 7.1: Establish a new Delta Stewardship Council. Abolish the Bay-Delta Authority, transferring CALFED programs to the DSC. Establish a Delta Conservancy and increase the powers of the Delta Protection Commission.
 - 7.1.1 Delta Stewardship Council
 - 7.1.2 Delta Conservancy
 - 7.1.3 Delta Protection Commission
- 7.2: Require the Delta Stewardship Council to prepare a Delta Plan to ensure sustained focus and enforceability among State, Federal, and local entities.
 - 7.2.1 Delta Plan
- 7.4: Optimize use of the CALFED Record of Decision and Coastal Zone Management Act to maximize participation of Federal agencies in implementation of the California Delta Plan.
 - 7.4.1 Coastal Zone Management Act Consistency

implement ecosystem restoration and economic development in the Delta. The DPC was restructured and assigned the task of developing an *Economic Sustainability Plan* for the Delta, which is now complete. The only legal and procedural milestone that is not yet complete is approval of the *Delta Plan* as consistent with the Coastal Zone Management Act by the Secretary of Commerce, as a means to establish Federal consistency.

The Legislature has not provided adequate funding for the agencies addressing the Delta. This lack of resources is critical for prioritizing and coordinating action now and implementing solutions in the years ahead.

Other Strategies and Actions (10)

The DVSP lists ten other actions to improve ongoing governance needed to achieve the Two Co-Equal Goals. Without question, the Two Co-Equal Goals are being discussed at all levels of the Governor’s Administration, the Legislature, and in Federal agencies; the Two Co-Equal Goals now influence all planning and decision-making. However, the Two Co-Equal Goals are not yet fully incorporated into the administrative responsibilities, funding, and contracts related to the Delta. The *California Water Action Plan* represents encouraging direction to all relevant State agencies to participate fully in the Delta Plan Interagency Implementation Committee but further leadership and direction is necessary.

Agencies Take Early Action

The DSC has established the Delta Science Program (DSP) and appointed an Independent Science Board (ISB) and the State Water Board established the office of the Delta Watermaster. The Legislature mandated development of the *Delta Plan* with 5-year updates. DSC has completed the first *Delta Plan*. The DSP and ISB designed the adaptive management framework. The DSP has added engineering capability to the ISB. Federal agencies are active participants in the both the *Delta Plan* and *Bay-Delta Conservation Plan* (BDCP) processes.

Funding and Financing Unaddressed

The Legislature has not address financing principles or long-term funding for the State agencies working on Delta issues. An \$11 billion water bond was included in the 2009 water legislation (SBX7-2), but it has been deferred until November 2014. In spite of the delay, the California Water Commission (CWC) has begun developing the principles and procedures for financing the public benefits of storage projects. The Legislature has not provided adequate funding for the Conservancy or the DPC to fulfill the early planning requirements established by the Legislature. The BDCP Finance Plan relies on water contractor funding for facilities construction and operation and the water bond and other

uncertain sources for habitat restoration. There has been little or no discussion in the Governor’s Administration or the Legislature on how stable sources of funding will be provided for the necessary State actions and oversight and funding alternatives to general obligation bonds. The DSC *Delta Plan* proposes that DSC will initiate a finance plan following completion of the *Delta Plan*, with no specified schedule or deadline.

Governance

Other Strategies and Actions

1.1: Make the co-equal goals the foundation of Delta and water policy making.

1.1.2 Administrative Co-Equal Goals

1.1.3 Funding Co-Equal Goals

7.1: Establish a new Delta Stewardship Council. Abolish the Bay-Delta Authority, transferring CALFED programs to the DSC. Establish a Delta Conservancy and increase the powers of the Delta Protection Commission.

7.1.4 Delta Science and Engineering Program

7.1.5 Water Diversion Compliance

7.2: Require the Delta Stewardship Council to prepare a Delta Plan to ensure sustained focus and enforceability among State, Federal, and local entities.

7.2.2 Delta Plan Adaptive Management

7.2.3 Adaptive Management Program

7.3: Finance the activities called for in the Delta Plan from multiple sources.

7.3.1 Financing Principles

7.3.2 Delta Governance Funding

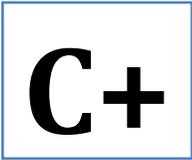
7.3.3 New Funding Sources

7.4: Optimize use of the CALFED Record of Decision and Coastal Zone Management Act to maximize participation of Federal agencies in implementation of the California Delta Plan.

7.4.1 Federal Participation

Assessment

The 2014 assessment of Governance progress earns a grade of “C+.” In 2009 and 2010, the State demonstrated initiative and action in addressing Delta governance issues. Since that time, the State has re-entered planning mode. In the past year, the Central Valley Flood Protection Board completed the *Central Valley Flood Protection Plan* and DSC completed the *Delta Plan*. However, progress has stalled in critical governance areas of funding and performance management. Near-term funding has been inadequate to implement requirements of the 2009 water legislation. Identification and implementation of long-term funding has been deferred and remains unaddressed. The State’s lack of leadership in defining and articulating performance outcomes and measures of success has slowed planning activities and generated unnecessary conflict. It remains to be seen if the current drought crisis will prompt the necessary action on bond funding and, more importantly, consideration of alternatives to borrowing for funding critical actions.



Crucial Lack of Agency Funding

The water legislation of 2009 was an historic achievement—codifying the Two Co-Equal Goals and establishing a revised and strengthened governance structure for the Delta. Unfortunately, the Legislature has not yet addressed near-term or long-term funding and financing needed to complete the assigned responsibilities of the Conservancy, DPC, the State Water Board, and CDFW. Funding is more uncertain for future years. Additional work is needed to establish real understanding of implementation costs and stable funding sources.

Performance Outcomes Undefined

More disturbing than the lack of funding for specific near-term actions and long-term implementation is the lack of performance targets and measurement. The *Delta Plan* includes a narrative definition of the Two Co-Equal Goals but specific performance measures are only partially developed. Likewise, BDCP planning has taken significant steps to define biological goals and objectives (which need more work), but objectives for water supply reliability remain elusive. The *Delta Plan* notes that expected State and Federal expenditures for 2012-2013 for Delta program elements was \$444 million (\$262 million for the State of California and \$182 million for the Federal Government). The *Delta Plan* does not delineate between planning and implementation expenditures, but regardless, this is a staggering sum to spend annually without transparent performance outcomes and progress measures.

“If you don't know where you are going, any road will get you there.” Lewis Carroll

Stakeholder Engagement Needs Improvement

Since completion of the *Delta Vision Strategic Plan* in 2008, the Natural Resources Agency and the Delta Stewardship Council have improved the transparency of State planning for the Delta. The DPC, Conservancy, and CWC have provided valuable public access and engagement on issues related to the Delta. There are preliminary signs of effective collaboration on challenging issues such as science collaboration on the CVP and SWP biological opinions and restoration planning in the Yolo Bypass. In spite of these improvements, State agencies can do more to engage interested and affected stakeholders and the public to develop workable solutions and build support. Public meetings, hearings, and panel discussions are not a substitute for structured collaboration. Too often, State efforts have focused on internal and interagency coordination, without effective strategies to engage the public and develop workable solutions. The State should fund and support local and regional efforts through the Conservancy, DPC, and DSC to implement collaborative ecosystem restoration, water management, and economic development projects. Collaborative work groups of agencies and stakeholders should be established and supported for near-term and long-term planning and implementation, such as water storage, water use efficiency and regional water management, and strategic levee improvements.

Governance Recommendations

Table 2-2 shows a comparison of the recommendations regarding Governance Actions from prior Report Cards and an assessment of current status.

The Delta Vision Foundation recommends the following actions to improve and accelerate implementation of the Governance actions.

1. The Governor and the Delta Stewardship Council should ensure that the Delta Plan Interagency Implementation Committee prepare and publish a five-year work plan with responsibilities, action plans, committed funding, and performance targets and measures to complete near-term actions and advance long-term programs. The work plan should describe the integration, implementation, and oversight of Delta and statewide actions, including the *Delta Plan*, *BDCP*, the *Bay-Delta Plan*, *Ecosystem Restoration Plan*, levees, flood management, water storage, regional water management, and Delta economic development.
2. The Delta Plan Interagency Implementation Committee should meet at least quarterly to provide transparency and accountability to stakeholders and the public. The Committee should establish agency/stakeholder work groups, with appropriate participation by science programs, to coordinate evaluation and decision-making for critical programs in the Committee work plan.
3. The Legislature should immediately provide five years of funding for the Delta activities of the Delta Stewardship Council, Delta Protection Commission, Delta Conservancy, State Water Resources Control Board, and Department of Fish and Wildlife. A reliable source of money is essential for implementing their legislatively mandated responsibilities towards achieving the Two Co-Equal Goals.
4. The Governor and the Legislature, working with stakeholders, should develop and approve alternatives to general obligation bonds for funding water and ecosystem infrastructure investments and operations and management activities.
5. The Legislature and the Delta Stewardship Council should expand the Delta Science Program and the Independent Science Board to include economics expertise.

2014 Delta Vision Report Card

Table 2-2. Delta Vision Report Card Governance Actions Recommendations Comparison

2011	2012	2013	Status
<p>Governance</p> <ol style="list-style-type: none"> The Legislature should immediately provide five years of funding for the Delta Stewardship Council, Delta Protection Commission, Delta Conservancy, State Water Resources Control Board, and Department of Fish and Game to implement their responsibilities assigned by the Legislature for achieving the Two Co-Equal Goals. The Governor and the Legislature, working with stakeholders, should develop a process to define funding and financing principals and approaches. The Governor’s Administration should develop a unified and coordinated approach to align the <i>Delta Plan</i> with implementation planning and action by the Natural Resources Agency. The Legislature and the Delta Stewardship Council should expand the Delta Science Program and the Independent Science Board to include engineering and construction perspectives. 	<p>Governance</p> <p>Recommendations Initiated Since 2011 (More Progress Needed)</p> <ol style="list-style-type: none"> The Governor’s Administration should develop a unified and coordinated approach to align the <i>Delta Plan</i> with implementation planning and action by the Natural Resources Agency. Note: The Natural Resources Agency has initiated a Water Policy Coordination Group. Stronger leadership, accountability, and transparency is needed to focus on action and results. The Legislature and the Delta Stewardship Council should expand the Delta Science Program and the Independent Science Board to include engineering and construction perspectives. Note: The Delta Stewardship Council has initiated steps to add engineering capability to the Independent Science Board. <p>2011 Recommendations Repeated in 2012 (Little or No Action)</p> <ol style="list-style-type: none"> The Legislature should immediately provide five years of funding for the Delta Stewardship Council, Delta Protection Commission, Delta Conservancy, State Water Resources Control Board, and Department of Fish and Game. A reliable source of money is essential for implementing their Legislatively mandated responsibilities towards achieving the Two Co-Equal Goals. The Governor and the Legislature, working with stakeholders, should develop a process to define funding and financing principals and approaches. 	<p>Governance</p> <ol style="list-style-type: none"> The Governor should establish, by executive order, a Delta Strategic Action Team of State agencies, with cooperation of relevant Federal agencies, and direct it to prepare a coordinated implementation work plan, consistent with and incorporating the Delta Stewardship Council’s Implementation Committee. The work plan should describe the integration, implementation, and oversight of Delta and statewide actions, including the <i>Delta Plan</i>, <i>BDCP</i>, the <i>Bay-Delta Plan</i>, <i>Ecosystem Restoration Plan</i>, levees, flood management, water storage, regional water management, and Delta economic development. The Legislature should immediately provide five years of funding for the Delta activities of the Delta Stewardship Council, Delta Protection Commission, Delta Conservancy, State Water Resources Control Board, and Department of Fish and Wildlife. A reliable source of money is essential for implementing their legislatively mandated responsibilities towards achieving the Two Co-Equal Goals. The Governor and the Legislature, working with stakeholders, should develop a process to define funding and financing principals and approaches. The Legislature and the Delta Stewardship Council should expand the Delta Science Program and the Independent Science Board to include economics expertise. 	<p>Governance Status</p> <ul style="list-style-type: none"> Delta Plan Interagency Implementation Committee has met once and identified levees, ecosystem restoration, and funding as three highest priorities. The Governor directed State agencies to participate. Implementation Committee has no plan or structure for stakeholder coordination and engagement. The Governor’s Administration, led by Resources, Cal EPA, and CDFA prepared the CA Water Action Plan to approach water in an integrated way. Plan lacks specific actions and work plan. Funding for Delta activities has been insufficient. Delta Conservancy and Delta Protection Commission not funded for critical local projects and coordination. Delta Science Program now includes engineering expertise. DSP broadly recognized for its independent value.

Table 2-2. Delta Vision Report Card Governance Actions Recommendations Comparison

<i>2011</i>	<i>2012</i>	<i>2013</i>	<i>Status</i>
	<p><i>New Recommendations in 2012</i></p> <p>5. The Legislature and the Delta Stewardship Council should expand the Delta Science Program and the Independent Science Board to include economics expertise.</p> <p><i>Completed 2011 Recommendations</i></p> <p>None.</p>		

Ecosystem Restoration and Recovery

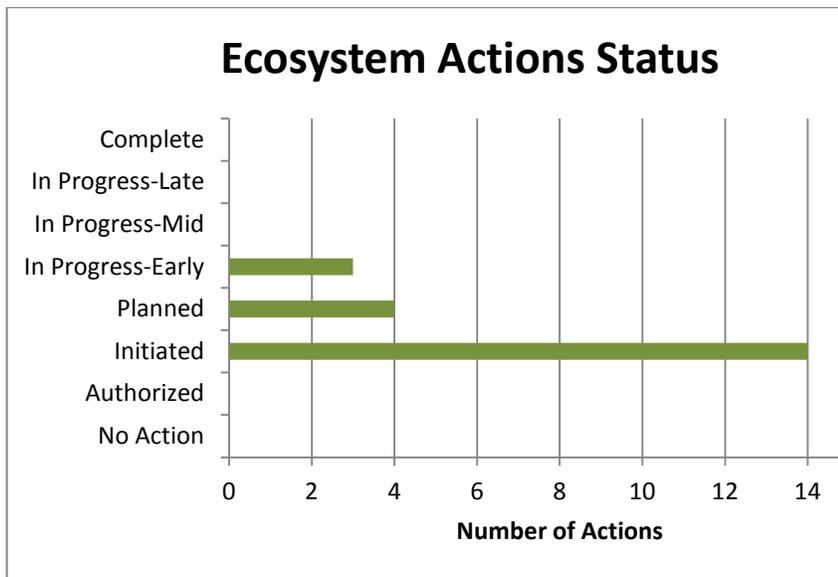
Goals

Ecosystem restoration and recovery actions are at the heart of achieving the Two Co-Equal Goals. The *DVSP* establishes a seminal goal for Ecosystem Restoration and Recovery:

Goal 3: Restore the Delta ecosystem as the heart of a healthy estuary.

Progress and Accomplishments

The *DVSP* identifies 19 actions to achieve ecosystem restoration and recovery. For evaluation purposes, this report has divided one of the actions into three parts, bringing the total number of actions evaluated to 21. These 21 actions are 28% complete, a moderate two-year improvement over a 19% completion rate in 2011.



Ecosystem Restoration and Recovery Legal and Procedural Milestones

3.1: Initiate large scale habitat consistent with the overall goals of the *DVSP* by 2010.

3.1.2 Tidal Habitat Restoration

3.2: Establish migratory corridors along river channels.

3.2.2 Fish Migration Flows

3.4: Adopt appropriate Delta Flow standards by the State Water Board, DFW, and other agencies by 2012.

3.4.1 In-stream Flows

3.4.2 Wet Period Diversions

3.4.3 Delta Outflow

3.4.5 San Joaquin River Flow Objectives

3.5: Improve water quality to meet long-term goals.

3.5.1 Adopt by 2010 water quality standards by Central Valley Regional Board

Legal and Procedural Milestones (7)

Limited But Helpful Progress Made

The State has made only limited progress on the *DVSP* legal and procedural milestones related to ecosystem restoration and recovery.

Habitat Restoration Lags

Since the *DVSP* was presented in 2008, not a single new large-scale habitat restoration has been started in the Delta. But activity is continuing on previously established projects. One pilot restoration project is ongoing in the Yolo Bypass, primarily to determine the effectiveness of increasing floodplain habitat for salmonids. Planning and implementation continues for smaller habitat restoration projects. The *Delta Plan* incorporates the restoration actions of the Ecosystem Restoration Program (ERP) Conservation Strategy, which was updated in 2014 by CDFW, U.S. Fish and Wildlife Service (USWS), and National Marine Fisheries Service (NMFS). Reclamation completed the *Suisun Marsh Plan* in 2014, which establishes a framework for important tidal and upland restoration. The BDCP process also serves as a primary forum for identifying large-scale habitat needs for the Delta. To identify the benefits of habitat restoration for targeted species, the BDCP team has developed biological goals and objectives and prepared an administrative draft plan and environmental review.

New Flow Criteria Suggested

To address the goals of increased Delta outflow and wet period diversions, a variety of work is underway. In August 2010, the State Water Board issued its report, *Development of Flow Criteria for the Sacramento-San Joaquin Delta Ecosystem Prepared Pursuant to the Sacramento-San Joaquin Delta Reform Act of 2009*. In November 2010, CDFW completed its report on the biological objectives and flow needs for the Delta. The State Water Board is implementing a four-phase update to the *2006 Bay-Delta Water Quality Control Plan (Bay-Delta Plan)*, beginning with San Joaquin River flow objectives. The State Water Board has established a schedule for completing the entire update to the *Bay-Delta Plan*, but the schedule has been delayed by drought response activities.

Lower Effluent Limitations Imposed

The water boards have been reexamining effluent limitations. In December 2010, the Central Valley Regional Board issued a new discharge permit to the Sacramento Regional Wastewater Treatment Plant. In April 2013, the parties settled a challenge to the permit requirements regarding ammonia and nitrates. The permit imposes new ammonia effluent limits, requires tertiary treatment, and mandates nitrogen removal. Treatment plant upgrades will be implemented over the next ten years. The Central Valley Regional Board approved the Central Valley Drinking Water Policy in July 2013. The Central Valley Regional Board also finalized the Long Term Irrigated Lands Regulatory Program (ILRP) in December 2012 to set limits on discharges from irrigated lands in the Central Valley. In February 2012, the State Water Board adopted revised statewide stormwater permit requirements for cities up to 100,000 people (permits for larger cities are reviewed and updated every five years).

Other Strategies and Actions (12)

Planning Underway

The category of “Other Strategies and Actions” considered necessary to restore aquatic and terrestrial habitat in the Delta include: restoring floodplains; reestablishing migratory corridors along river channels; increasing appropriate water flow; encouraging native species; enhancing waterway geometry; and improving water quality. The planning phase for these actions is underway at several State agencies.

Ecosystem Restoration Planning Has Begun

CDFW has issued quantifiable biological objectives and flow criteria for species of concern dependent on the Delta, recommending that floodplain inundation be increased in four floodplains: (1) Sacramento River/Yolo Bypass; (2) Mokelumne River; (3) San Joaquin River; and (4) Upstream Floodplains. By issuing its quantifiable biological objectives and flow criteria, CDFW has taken the first step in increasing inundation of, and providing ecosystem benefits to, the four areas identified by the *DVSP*.

Ecosystem Restoration and Recovery

Other Strategies and Actions

- 3.1: Initiate large scale habitat restoration consistent with the overall goals of the *DVSP* by 2010
 - 3.1.1 Floodplain Inundation
- 3.2: Establish migratory corridors along river channels
 - 3.2.1 Habitat Corridors
 - 3.2.3 Flood Conveyance Capacity Expansion
 - 3.2.4 Delta Recreational Investment
- 3.3: Promote native and valued species
 - 3.3.1 Fish Entrainment
 - 3.3.2 Invasive Species
- 3.4: Adopt appropriate Delta Flow standards by the State Water Board, DFW, and other agencies by 2012
 - 3.4.4 Fall Delta Outflow
 - 3.4.6 San Joaquin Fall Pulse Flows
 - 3.4.7 Delta Waterway Geometry
- 3.5: Improve water quality to meet long-term goals
 - 3.5.2 Drinking Water Intake Relocation
 - 3.5.3 Mercury TMDL Programs
 - 3.5.4 Comprehensive Delta Monitoring

The ERP Conservation Strategy serves as a single blueprint for ecosystem restoration in the Delta. The ERP has identified near-term land acquisition and habitat enhancement priorities and the ERP Implementing Agencies have designed a framework through which they will implement the ERP. Annual reports will document

spending and accomplishments. The DSC incorporated elements of the ERP Conservation Strategy into the *Delta Plan*.

Planning and coordination of floodplain habitat in the Yolo Bypass is proceeding well and could serve as a model for coordination and cooperation on habitat restoration. The BDCP Program has identified conservation measures that would protect and restore up to 146,000 acres. Planning and coordination meetings are underway for some restoration actions.

Ecosystem restoration is also underway through the Fish Restoration Program Agreement (October 2010). The Agreement is part of the Biological Opinions with respect to operating the State and Federal export pumps. The initial focus of the Agreement is on development of 8,000 acres of delta smelt habitat and 800 acres of longfin smelt habitat. The implementation plan was approved by CDFW, NMFS, and USFWS in March 2012.

Habitat corridor improvements are expected to be implemented through the ERP, DWR FloodSAFE Environmental Stewardship Program, and *Delta Conservancy Strategic Plan*.

Recreation Opportunities Identified

The DPC prepared the *Delta Economic Sustainability Plan (ESP)* and submitted it to DSC for inclusion in the *Delta Plan*. Both the *ESP* and *Delta Plan* incorporate the Department of Parks and Recreation (CDPR) recommendations from the *Recreation Proposal for the Sacramento-San Joaquin Delta and Suisun Marsh* to enhance recreation opportunities in the Delta and gateway access from the regions surrounding the Delta.

Delta Flows Evaluations Underway

The Courts have implemented changes to the diversion requirements for the State Water Project (SWP) and Central Valley Project (CVP). DWR and the Bureau of Reclamation (Reclamation) are implementing the measures stipulated in the biological opinions.

The State Water Board has developed a work plan and schedule for the *Bay-Delta Water Quality Control Plan Update*. The State Water Board expected to be considering flow objectives on the San Joaquin River in 2014, followed by the full *Bay-Delta Plan Update*, but schedules are delayed by the drought. The State Water Board is looking to develop revised flow objectives for Delta tributaries, with a goal of completing major tributaries in 2018. To prioritize these flow evaluation efforts, the State Water Board has reassigned staff.

DWR and CDFW are evaluating flow and channel modifications in the Delta. Cross Channel gate operations are being managed under the OCAP Biological Opinions to avoid entrainment of Sacramento River salmonids into the central Delta. As an alternate approach to the previously proposed Two Gates Project, IEP is conducting turbidity studies associated with early winter outflow to assess Delta smelt movement. A report on initial field investigations is in preparation. DWR is testing a nonphysical barrier at Georgiana Slough. Results are pending.

Two Intake Projects Completed

Contra Costa Water District completed its Alternate Intake Project in July 2010 (Near-term Action #5). The initial phase of the City of Stockton Delta Water Project is complete. The project can divert and treat 30 million gallons per day (mgd) from the San Joaquin River on Empire Tract, serving approximately one-third of Stockton's water needs. At full capacity in 2050, the plant will be able to treat 160 mgd. DWR has proposed implementing the North Bay Aqueduct Alternate Intake Project to reduce fish entrainment, improve water quality, and provide reliable deliveries of SWP supplies to its contractors. Contractors include the Solano County Water Agency and the Napa County Flood Control and Water Conservation District. The Draft EIR has been delayed until late 2014 to allow for modeling coordination with proposed BDCP facilities.

Water Quality Improvements are Ongoing

In October 2011, the Central Valley Regional Board and the State Water Board approved amendments to the *Water Quality Control Plan* for the Sacramento River and San Joaquin River Basins. The Plan now includes a

program for the control of methylmercury and total mercury in the Delta estuary. TMDL programs are complete for the Cache Creek watershed, Bear Creek, and Harley Gulch. These watersheds are major contributors of inorganic mercury to the Delta. Implementation work is underway to reduce mercury loading from these watersheds. The State Water Board staff is developing statewide mercury objectives. Staff from a number of regions is developing statewide mercury TMDLs for 74 of the state's reservoirs impaired by mercury.

Numerous other agencies and programs are collecting data related to water quality and Delta fish and wildlife health, including the U.S. Environmental Protection Agency, the State Water Board, the Central Valley Regional Board, DWR, CDFW, and IEP. These efforts are coordinated through the Regional Monitoring Program and the Water Quality Monitoring Council.

Assessment

Ecosystem planning and coordination has improved, but continues to lack focus and emphasis to move projects to implementation, resulting in grade of "C-." A critical need still exists for streamlining and implementing pilot projects and smaller-scale restoration projects. These pilots will build knowledge and capacity essential for implementing the larger-scale restoration plans.



Planning Underway, Implementation Needed

Several agencies and organizations have made substantial and commendable efforts to plan habitat restoration in, and upstream of, the Delta and Suisun Marsh. Science programs have improved the understanding of ecosystem functions in the Delta to support a multi-stressor approach to ecosystem restoration. Land has been acquired and several restoration projects and pilot studies are underway. However, to address urgent habitat and species needs in the Delta in a way that informs additional future restoration projects, implementation must go faster. More pilot projects are needed, complete with monitoring and evaluation. Agency coordination has improved, but a complex mix of implementation responsibilities and approvals slows down project actions. The Conservancy has convened the Delta Restoration Network to improve coordination and cooperation, identify barriers and delays, and build implementation capacity. Strong project management expertise is needed to drive projects to completion. Executive leadership must find ways to remove roadblocks and streamline implementation.

Flows Are a Critical Dilemma

Flows for the Delta ecosystem are a critical and controversial issue. The State Water Board is embarking on an aggressive schedule to update the *Bay-Delta Plan* and develop new flow objectives for Delta tributaries. Unfortunately, these efforts are delayed by the critical need to address the drought. The Governor, Legislature, Resources, CDFW, DWR, and DSC must provide the support and resources such that this effort can develop the appropriate, balanced flows to meet beneficial uses. The Governor and Legislature should provide the people and resources to ensure the State Water Board can meet the schedule. Resources, CDFW, and DWR should provide the necessary fisheries, habitat, and water management expertise. The DSC must provide the vision of how to achieve the Two Co-Equal Goals and the independent science to ensure objective analysis. With a strong commitment from all of these organizations, the State Water Board will be capable of fashioning a balanced update to the *Bay-Delta Plan*, with associated flow objectives, that meets the Two Co-Equal Goals.

Funding for ecosystem restoration comes from various sources. Funding must be aligned and integrated to advance understanding and increase the ability to scale projects. Moreover, funding must also be tied to specific performance outcomes. Monitoring and evaluation will be integral to determining progress toward the outcomes.

Ecosystem Restoration and Recovery Recommendations

Table 2-3 shows a comparison of the recommendations regarding Ecosystem Restoration and Recovery from prior Report Cards and an assessment of current status.

The Delta Vision Foundation recommends the following actions to improve and accelerate restoration of the Delta ecosystem.

1. The Natural Resources Agency, State Water Resources Control Board, and Delta Stewardship Council should immediately develop a joint approach for setting the restoration objectives for the Delta through the Delta Plan Interagency Implementation Committee. Additionally, to guide planning and decision-making for water supply reliability and ecosystem restoration, the agencies should establish standards and requirements.
2. The State implementing agencies (Department of Fish and Wildlife, Department of Water Resources, and Delta Conservancy) should develop the necessary work plans, agreements, and funding to support the Restoration Network to address coordination, funding, and implementation of near-term and mid-term ecosystem restoration actions. Other parties could include Federal agencies, local governments, the State and Federal Contractors Water Agency, non-governmental organizations, and others as appropriate.
3. The Delta Plan Interagency Implementation Committee should identify several immediate restoration projects with timelines, action plans, and reporting requirements for joint execution through the Restoration Network.

Note: The Restoration Network should serve as an implementation work group of the Delta Plan Interagency Implementation Committee and escalate issues for rapid resolution to accelerate implementation of high priority pilot projects and restoration actions, particularly those that have been planned for five years or more.

2014 Delta Vision Report Card

Table 2-3. Delta Vision Report Card Ecosystem Actions Recommendations Comparison

2011	2012	2013	Status
<p>Ecosystem Restoration and Recovery</p> <ol style="list-style-type: none"> The Natural Resources Agency, State Water Resources Control Board, and Delta Stewardship Council should immediately develop a joint approach for setting the restoration objectives for the Delta. The agencies should further establish standards and requirements to guide planning and decision-making for water supply reliability and ecosystem restoration. The State implementing agencies (Department of Fish and Game, Department of Water Resources, Delta Conservancy, and Department of Food and Agriculture) should develop an implementation agreement (such as an MOU) to address coordination, funding, and implementation of near-term and mid-term ecosystem restoration actions. Other parties could include federal agencies, local governments, water districts, non-governmental organizations, and others as appropriate. The Delta Conservancy, in cooperation with other agencies, should develop a comprehensive list of restoration projects and a method for tracking and reporting priorities, progress, funding, and implementation. The State implementing agencies (Department of Fish and Game, Department of Water Resources, Delta Conservancy, and Department of Food and Agriculture) should identify several immediate restoration projects for joint implementation through the Delta Conservancy, to help develop coordinated approaches and funding mechanisms. 	<p>Ecosystem Restoration and Recovery Recommendations Initiated Since 2011 (More Progress Needed)</p> <ol style="list-style-type: none"> The Natural Resources Agency, State Water Resources Control Board, and Delta Stewardship Council should immediately develop a joint approach for setting the restoration objectives for the Delta. Additionally, to guide planning and decision-making for water supply reliability and ecosystem restoration the agencies should establish standards and requirements. Note: The three agencies have improved coordination in the past year. They must continue to define and describe how the <i>Bay-Delta Plan Update</i>, <i>Bay-Delta Conservation Plan</i>, and <i>Delta Plan</i> contribute to and achieve the Two Co-Equal Goals in an integrated manner. Only in this way, will stakeholders recognize the policy tradeoffs and opportunities for success. The Delta Conservancy, in cooperation with other agencies, should develop a comprehensive list of restoration projects along with a method for tracking and reporting priorities, progress, funding, and implementation. Note: The Delta Conservancy is working with the Department of Water Resources and other agencies to develop a comprehensive list of projects and actions. <p>2011 Recommendations Repeated in 2012 (Little or No Action)</p> <ol style="list-style-type: none"> The State implementing agencies (Department of Fish and Game, Department of Water Resources, Delta Conservancy, and Department of Food and Agriculture) should develop an agreement (such as an MOU) to address coordination, funding, and implementation of near-term and mid-term 	<p>Ecosystem Restoration and Recovery</p> <ol style="list-style-type: none"> The Natural Resources Agency, State Water Resources Control Board, and Delta Stewardship Council should immediately develop a joint approach for setting the restoration objectives for the Delta. Additionally, to guide planning and decision-making for water supply reliability and ecosystem restoration, the agencies should establish standards and requirements. Note: The three agencies have improved coordination. They must continue to define and describe how the <i>Bay-Delta Plan Update</i>, <i>Bay-Delta Conservation Plan</i>, the <i>Ecosystem Restoration Plan</i>, and <i>Delta Plan</i> contribute to and achieve the Two Co-Equal Goals in an integrated manner. Only in this way, will stakeholders recognize the policy tradeoffs and opportunities for success. The State implementing agencies (Department of Fish and Wildlife, Department of Water Resources, and Delta Conservancy) should develop an agreement (such as an MOU) and work plan to address coordination, funding, and implementation of near-term and mid-term ecosystem restoration actions. Other parties could include Federal agencies, local governments, the State and Federal Contractors Water Agency, non-governmental organizations, and others as appropriate. Note: The ecosystem restoration implementation process still lacks a coherent strategy for managing implementation and streamlining 	<p>Ecosystem Restoration and Recovery Status</p> <ul style="list-style-type: none"> The Delta Conservancy has taken the lead in developing the Restoration Network to coordinate planning and implementation, with a focus on building capacity to scale up ecosystem restoration across the Delta. The effort shows promise, but the State has not provided sufficient funding. Coordination and progress on Yolo Bypass actions are generally acknowledged as positive and effective. Agencies have established the FAST program to improve permitting and crediting of restoration projects. Biological Opinion compliance is driving DWR and water contractors to accelerate restoration projects.

Table 2-3. Delta Vision Report Card Ecosystem Actions Recommendations Comparison

<i>2011</i>	<i>2012</i>	<i>2013</i>	<i>Status</i>
	<p>ecosystem restoration actions. Other parties could include Federal agencies, local governments, water districts, non-governmental organizations, and others as appropriate.</p> <p>Note: Several interagency agreements were developed in the past year, but the ecosystem restoration implementation process still lacks a coherent strategy for managing implementation and streamlining approval processes.</p> <p>7. The State implementing agencies (Department of Fish and Game, Department of Water Resources, Delta Conservancy, and Department of Food and Agriculture) should identify several immediate restoration projects for joint execution through the Delta Conservancy. This is good practice for to developing coordinated approaches and funding mechanisms in the future.</p> <p>Note: As a continuation of the MOU suggested above, specific project implementation plans should be developed for high priority pilot projects and restoration actions, particularly those that have been planned for five years or more.</p> <p><i>New Recommendations in 2012</i> None.</p> <p><i>Completed 2011 Recommendations</i> None.</p>	<p>approval processes.</p> <p>3. The State implementing agencies (Department of Fish and Wildlife, Department of Water Resources, and Delta Conservancy) should identify several immediate restoration projects for joint execution through the Delta Conservancy.</p> <p>Note: As a continuation of the MOU suggested above, specific project implementation plans should be developed for high priority pilot projects and restoration actions, particularly those that have been planned for five years or more.</p>	

Delta Vitality and Security

Goals

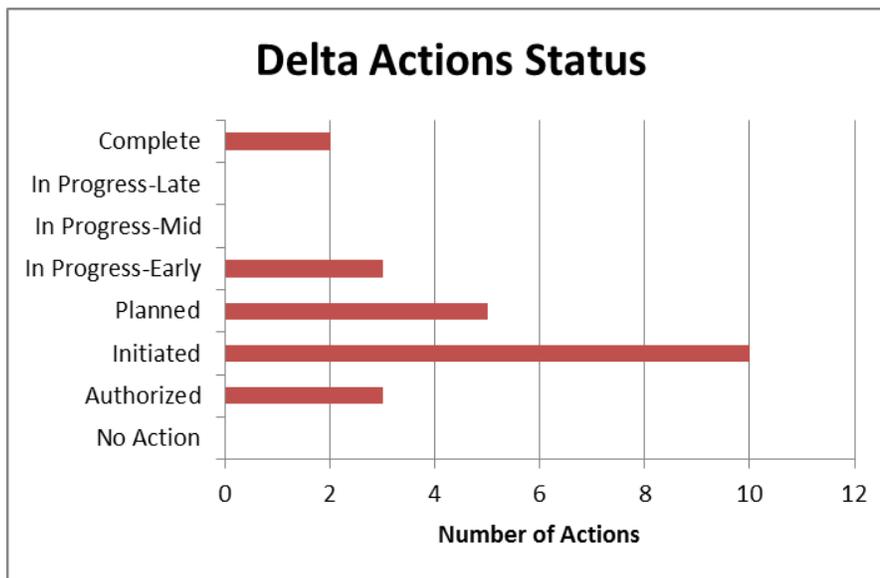
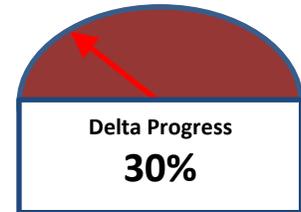
The DVSP establishes two goals needed to maintain the livelihoods and survival of Delta residents and support the broader State interests in risk reduction:

Goal 2: Recognize and enhance the unique cultural, recreational, and agricultural values of the California Delta as an evolving place, an action critical to achieving the Two Co-Equal Goals.

Goal 6: Reduce risks to people, property, and State interests in the Delta by effective emergency preparedness, appropriate land uses, and strategic levee investments.

Progress and Accomplishments

The DVSP identifies 23 actions to achieve the goals for Delta vitality and security. These 23 actions are 30% complete, which is a slight improvement over 25% complete in 2011.



Delta Vitality and Security Legal and Procedural Milestones

2.1: Apply for Federal designation of the Delta as a National Heritage Area, and expand the State Recreation Area network in the Delta.

2.1.1 Apply by 2010 for the designation as a National Heritage Area.

2.4: Establish a Delta Investment Fund to provide funds for regional economic development and adaptation.

- 2.4.1 Delta Investment Fund
- 2.4.2 Delta Investment Fund Structure
- 2.4.3 Delta Investment Fund Management

6.1: Significantly improve levels of emergency protection for people, assets, and resources.

- 6.1.1 Delta Emergency Response Plan
- 6.1.2 Emergency Management Actions

Delta Is an Evolving Place

Strategies to achieve Goal 2 include: (1) applying for a Federal designation of the Delta as a National Heritage Area and expanding the State Recreation Area network in the Delta; (2) establishing market incentives and infrastructure to protect, refocus, and enhance the economic and public values of Delta agriculture; (3) developing a regional economic plan to support increased investment in agriculture, recreation, tourism, and other resilient land uses; and (4) establishing a Delta Investment Fund to provide funds for regional economic development and adaptation.

Risks Must Be Reduced

Risk reduction strategies of Goal 6 are three-fold: (1) significantly improve levels of emergency protection for people, assets, and resources; (2) discourage inappropriate land uses in the Delta region; and (3) prepare a comprehensive long-term levee investment strategy that matches the level of protection provided by Delta levees with the uses of land and water enabled by those levees.

Legal and Procedural Milestones (6)

Two actions are complete for establishing the Delta Investment Fund. The Legislature established the Delta Investment Fund and granted management authority to the DPC. As recommended by the Delta Vision Task Force, the fund is structured to accept revenues from Federal, State, local, and private sources, but the Legislature did not provide funds. Three milestone actions related to NHA designation and emergency preparedness are well underway. The DPC completed a feasibility study of a proposed NHA designation and the proposed designation has been submitted in both houses of Congress. OES and other agencies prepared a *Delta Multi-Hazard Mitigation Plan* and conducted an emergency response exercise in 2011 for a Delta flood event. OES and FEMA are preparing a *Northern California Catastrophic Flood Response Plan*, expected to be completed in 2014. DWR continues to expand emergency response resources in the Delta.

Other Strategies and Actions (17)

The DVSP recommends many activities to maintain the economic, cultural, recreational, geomorphologic, and agricultural vitality and security of the Delta.

Agencies Taking Action

DPC completed the *Economic Sustainability Plan for the Delta (ESP)* and submitted it to the DSC. The ESP considered the actions identified in Goal 2 of the DVSP. The ESP includes 33 recommendations to protect and support development of the agricultural economy and other sectors in the Delta. DSC has incorporated many of the recommendations into the *Delta Plan*. The ESP and *Delta Plan* also incorporate recommendations from the DPR report on recreation opportunities in the Delta (April 2011).

In December 2010, DPC completed its evaluation of proposed expansion of the Delta Primary Zone as directed by the Legislature. Following the completion of the ESP, DPC elected not to recommend any change in the Delta Primary Zone to the Legislature. DPC has subsequently clarified the boundaries of Primary Zone based on more accurate maps of 1992 urban limit lines and spheres of influence.

DWR prepared the *Central Valley Flood Protection Plan (CVFPP)*, which was approved by the Central Valley Flood Protection Board (CVFPB) in 2012.

Delta Vitality and Security Other Strategies and Actions
2.1: Apply for Federal designation of the Delta as a National Heritage Area, and expand the State Recreation Area network in the Delta. 2.1.2 State Recreation Area Network
2.2: Establish market incentives and infrastructure to protect, refocus, and enhance the economic and public values of Delta agriculture. 2.2.1 Agricultural Support Programs 2.2.2 Agricultural Sustainability Research and Development 2.2.3 New Agricultural Markets
2.3: Develop a regional economic plan to support increased investment in agriculture, recreation, tourism, and other resilient land uses. 2.3.1 Regional Economic Development Plan 2.3.2 Special Enterprise Zones
6.1: Significantly improve levels of emergency protection for people, assets, and resources. 6.1.3 Highway protection strategies 6.1.4 Infrastructure protection strategies
6.2: Discourage inappropriate land uses in the Delta region. 6.2.1 Land Use Oversight – Cosumnes/Mokelumne floodway and the San Joaquin/South Delta lowlands 6.2.2 Land Use Oversight – Bethel Island, the city of Isleton, and Brannan-Andrus Island 6.2.3 Local Response Plans 6.2.4 Land Use Strategy – Sherman, Twitchell, and Jersey Islands
6.3: Prepare a comprehensive long-term levee investment strategy that matches the level of protection provided by Delta levees and the uses of land and water enabled by those levees. 6.3.1 Delta Levee Investment Plan 6.3.2 Delta Levee Priorities for \$750 million of Bond Funds 6.3.3 Delta Levees Classification Table 6.3.4 DWR Levee Subventions Program 6.3.5 Continuing Authority for Levee Priorities and Funding

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Much of the Delta is now in Enterprise Zones, with enterprise zones for San Joaquin County, Sacramento, and Pittsburg. The new Sacramento Enterprise Zone received its final designation January 12, 2012, and has an expiration date of 2024. On April 10, 2012, Housing and Community Development issued a final Enterprise Zone designation to Pittsburg, adjacent to the Delta, with an expiration date of 2027.

The DSC has included regulations in the draft *Delta Plan* to control land use in potential flood plain areas (as well as other areas to be reserved for Delta habitat or conveyance).

Caltrans completed a statewide analysis of the costs and benefits of highway protection strategies and adopted a policy based on its findings on May 16, 2011. The report is intended for use by Caltrans Planning staff and Project Development Teams to determine whether and how to incorporate sea level rise into the programming and design of projects.

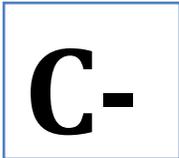
Important Actions Slow to Develop

In 2010, DWR prepared a draft Delta levees investment framework for the DSC. DWR finalized the framework in 2014. The *Delta Plan* includes a policy in which DSC will work with DWR and the CVFPB to develop a Delta levee investment strategy by January 2015. That project will begin in June 2014.

The DPC completed the *Economic Sustainability Plan* for the Delta and is now working with the Conservancy and others to improve signage throughout the Delta and develop a Delta “brand” and marketing plan. Other economic development actions are still in development.

Assessment

Continued delays in planning, prioritizing, and investing in Delta levees and inadequate funding to implement economic development activities result in a grade of “C-” for 2014, the same grade as 2013.



Delta Economic Issues Identified

The DPC did substantial work in the *ESP* that contributes to the understanding of the Delta economy and how it might be enhanced. The report also highlighted the needs for levee improvements to protect the local economy and important infrastructure. Important elements of the *ESP* have been incorporated into the *Delta Plan*. The DPC and DSC should continue and expand identification of innovative programs for the Delta and work with the Department of Food and Agriculture (CDFA) and the U.S. Department of Agriculture (USDA) to identify additional support and funding for Delta economic development.

Emergency Management Advances

In 2010, Cal EMA (now OES), DWR, DPC, and the five Delta counties coordinated effectively in developing emergency management recommendations in the *Delta Multi-Hazard Mitigation Plan*, as required by SB 27. Since that time, coordination efforts have continued through the Delta Working Group. OES and DWR continue to advance emergency preparedness and response planning. DWR continues to improve materials stockpiles and expects to have three materials transfer facilities built in the Delta by the end of 2015. Continued attention and focus is needed for catastrophic Delta risks, particularly from seismic events. The *Northern California Catastrophic Flood Response Plan* and DWR emergency response planning should continue and prepare for multiple island failures. OES and DWR should convene, in collaboration with Federal agencies, a broad group of experts in engineering, disaster, construction, hydraulics and hydrology and cost-estimation to consider and evaluate projected response to actual, realistic disaster scenarios for high water event levee failures and a major seismic event. This effort would provide: (1) better response and rescue planning; (2) a better understanding of likely consequences of such disasters and the real value of short-term preparations and comprehensive long-term solutions; (3) insight for “user pays” distribution of financial responsibilities; and (4) knowledge of the types of near-term actions, planning, and rehearsal that would reduce the impact of such disasters.

Levee Investment Strategies Stall

DWR prepared a draft Delta levee investment framework in 2010. Since that time, the DSC and DWR have focused efforts on the *Delta Plan* and the *CVFPP*, which both anticipate developing levee investment priorities over the next three to five years. In the *Delta Plan*, DSC identified general priorities to guide near-term DWR levee improvements until 2015. DWR completed its investment framework in 2014 and plans to issue a project solicitation package in 2014 to expend \$75 million for water conveyance corridor levee improvements and ecosystem restoration projects. DSC recently approved a contract to initiate work on the levee investment priorities. While these recent steps are encouraging, neither DSC nor DWR is demonstrating the level of urgency and focus necessary to address levee risk. Meanwhile, these agencies and others fritter away the Proposition 1E funds intended for on-the-ground improvements.

Some Actions Lag

Several agencies have not yet demonstrated action or progress on assigned actions. No land management or risk reduction plans have been developed for the five local communities specified (Walnut Grove, Locke, Clarksburg, Courtland, and Terminous). DPC expects to begin studies for three communities in 2014 to assess development and response needs and assist the communities in preparing land management and risk reduction plans. The *DVSP* recommends that the Department of Transportation (Caltrans) conduct a comparative costs and benefits analysis of highway protection strategies. DSC has noted that it will consult with Caltrans. Caltrans has identified the risks of sea level rise for State Routes 12 and 160, but immediate plans and actions are needed to address those risks and risks on State Route 4.

Delta Vitality and Security Recommendations

Table 2-4 shows a comparison of the recommendations regarding Delta Vitality and Security from prior Report Cards and an assessment of current status.

The Delta Vision Foundation recommends the following actions to improve and accelerate actions to increase Delta vitality and security.

1. The Department of Food and Agriculture and Natural Resource Conservation Service should take a more active leadership role and increase cooperation with and funding for the Delta Protection Commission, Delta Conservancy, and others regarding economic development opportunities in the Delta.
2. The Delta Protection Commission, in coordination with local governments and State and Federal agencies, should complete economic development and risk reduction plans for the five priority communities in the Delta (Walnut Grove, Locke, Clarksburg, Courtland, and Terminous).
3. The Department of Transportation should complete the analysis of highway protection strategies for the Delta and construct improvements.
4. The Legislature should identify and commit to reliable funding sources for compensation for landowners and counties, including taxes, fees, and levee assessments, that might be modified by other actions.
5. The Delta Stewardship Council should complete levee investment priorities, incorporating priorities from relevant state and Federal agencies, reclamation districts, utilities, local land owners and businesses, and other stakeholders.
6. The State should convene, in collaboration with Federal agencies, a broad group of experts, including levee engineers with seismic experience and disaster experience, construction and cost-estimation experts, hydraulics and hydrology experts, military personnel, and other disaster response experts, and others to consider and evaluate projected response to actual, realistic disaster scenarios for high water event levee failures and a major seismic event.

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Table 2-4. Delta Vision Report Card Delta Vitality and Security Actions Recommendations Comparison

2011	2012	2013	Status
<p>Delta Vitality and Security</p> <ol style="list-style-type: none"> The Delta Protection Commission (DPC) should increase coordination and cooperation among the DPC, Delta Conservancy, Department of Food and Agriculture (CDFA), federal Natural Resource Conservation Service, and others regarding economic development opportunities in the Delta. The Department of Water Resources should develop and implement a work plan and schedule for completing the local response plans for the five priority communities in the Delta. The Delta Stewardship Council and the Delta Protection Commission should jointly convene a work group with the California Public Utilities Commission, California Energy Commission, and public utilities that own facilities in the Delta to develop and implement a long-term strategy for utility relocation and/or levee reinforcement in the Delta. Caltrans should complete the analysis of highway protection strategies for the Delta and construct improvements. The Legislature should identify and commit to reliable funding sources for compensation for landowners and counties, including taxes, fees, and levee assessments, that might be modified by other actions. 	<p>Delta Vitality and Security</p> <p>Recommendations Initiated Since 2011 (More Progress Needed)</p> <ol style="list-style-type: none"> The Delta Protection Commission should increase coordination and cooperation among the DPC, Delta Conservancy, Department of Food and Agriculture, Federal Natural Resource Conservation Service, and others regarding economic development opportunities in the Delta. <p>Note: The Economic Sustainability Plan is a solid initial effort. Improved coordination is needed among all agencies to work with the community to develop and implement economic development strategies.</p> <p>2011 Recommendations Repeated in 2012 (Little or No Action)</p> <ol style="list-style-type: none"> The Department of Water Resources, in coordination with the Emergency Management Agency and the U.S. Army Corps of Engineers, should develop and implement a work plan and schedule for completing local risk reduction plans for the five priority communities in the Delta (Walnut Grove, Locke, Clarksburg, Courtland, and Terminous). The Delta Stewardship Council and the Delta Protection Commission should jointly convene a work group comprised of themselves, the California Public Utilities Commission, California Energy Commission, and all public utilities that own facilities in the Delta. The goal of this work group should be to develop and implement a long-term strategy for utility relocation and/or levee reinforcement in the Delta. <p>Note: The <i>Final Staff Draft Delta Plan</i> includes a recommendation that the California Public Utilities Commission establish a fee schedule for investor-owned utilities that have facilities in the Delta in</p>	<p>Delta Vitality and Security</p> <ol style="list-style-type: none"> The Delta Protection Commission and Delta Conservancy should increase coordination and cooperation with the Department of Food and Agriculture, Federal Natural Resource Conservation Service, and others regarding economic development opportunities in the Delta. The Department of Water Resources, in coordination with the Delta Protection Commission, Emergency Management Agency, and the U.S. Army Corps of Engineers, should develop and implement a work plan and schedule for completing local land management and risk reduction plans for the five priority communities in the Delta (Walnut Grove, Locke, Clarksburg, Courtland, and Terminous). The Department of Transportation should complete the analysis of highway protection strategies for the Delta and construct improvements. The Legislature should identify and commit to reliable funding sources for compensation for landowners and counties, including taxes, fees, and levee assessments, that might be modified by other actions. The Delta Stewardship Council should immediately initiate its development of the levee investment priorities, including stakeholder engagement and coordination with the Department of Transportation and a workgroup with the California Public Utilities Commission, California Energy Commission, and all public utilities that own facilities in the Delta. 	<p>Delta Vitality and Security Status</p> <ul style="list-style-type: none"> Conservancy and DPC are jointly implementing projects to develop and promote a Delta “brand.” Projects are funded by non-State sources. Community plans for legacy towns have not been funded. DWR providing \$75M this year for conveyance corridor levee projects and ecosystem restoration. DSC beginning levee investment priorities project in June with funding through DWR. Northern California Catastrophic Flood response Plan is identifying flood failure scenarios and response plans.

Table 2-4. Delta Vision Report Card Delta Vitality and Security Actions Recommendations Comparison

2011	2012	2013	Status
	<p>order to pay for flood and disaster prevention.</p> <p>10. Caltrans should complete the analysis of highway protection strategies for the Delta and construct improvements.</p> <p>11. The Legislature should identify and commit to reliable funding sources for compensation for landowners and counties, including taxes, fees, and levee assessments, that might be modified by other actions.</p> <p>New Recommendations in 2012</p> <p>12. The Delta Stewardship Council should implement an accelerated, iterative evaluation process, with stakeholder engagement, for preliminary levee investment priorities by December 2012 and final levee investment priorities by July 2013.</p> <p>13. The Governor and the Legislature should immediately appropriate money from Proposition 1E to fund levee improvements needed to protect water delivery infrastructure in the Delta and through-Delta water conveyance channels.</p> <p>14. The State should convene, in collaboration with Federal agencies, a broad group of experts, including levee engineers with seismic experience and disaster experience, construction and cost-estimation experts, hydraulics and hydrology experts, military personnel, FEMA, and other disaster response experts, and others to consider and evaluate projected response to actual, realistic disaster scenarios for high water event levee failures and a major seismic event.</p> <p>Completed 2011 Recommendations None.</p>	<p>6. The Director of the Department of Water Resources should immediately direct money from Proposition 1E and other available sources to fund levee improvements needed to protect water delivery infrastructure in the Delta and through-Delta water conveyance channels.</p> <p>7. The State should convene, in collaboration with Federal agencies, a broad group of experts, including levee engineers with seismic experience and disaster experience, construction and cost-estimation experts, hydraulics and hydrology experts, military personnel, and other disaster response experts, and others to consider and evaluate projected response to actual, realistic disaster scenarios for high water event levee failures and a major seismic event.</p>	

Water Supply Reliability

Goals

The DVSP establishes two goals needed to ensure water supply reliability:

Goal 4: Promote statewide water conservation, efficiency, and sustainable use.

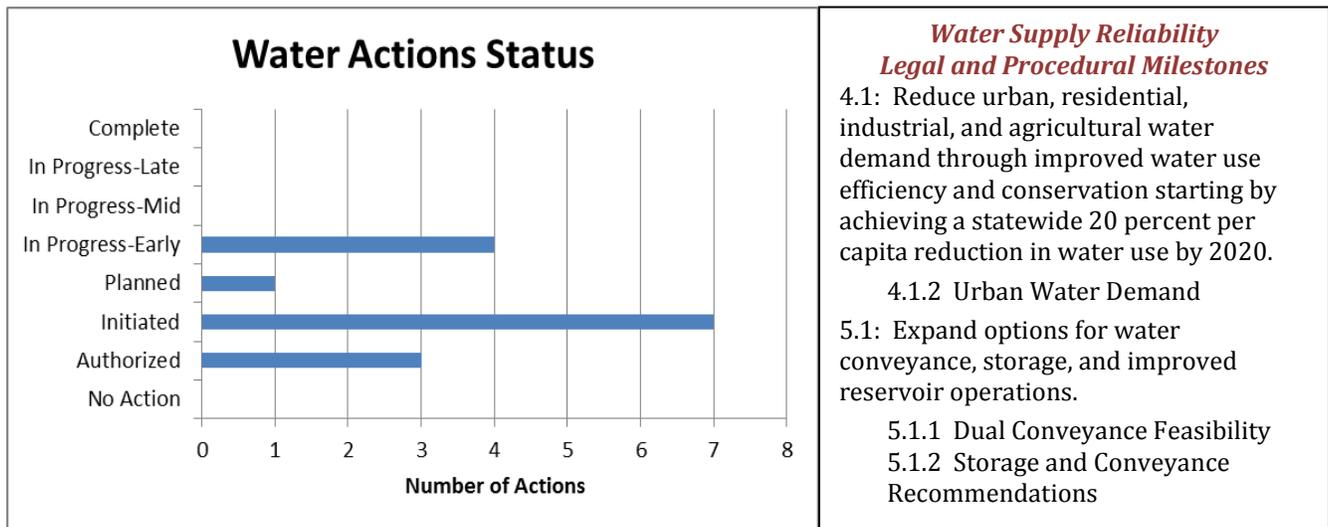
Goal 5: Build facilities to improve the existing water conveyance system and expand statewide storage, and operate both to achieve the Two Co-Equal Goals.

The supply of water in California, almost all from rain and snowfall, has not increased in more than a century. But, as California’s population continues to grow, water demand will continue to increase. This means that future water supply reliability in California can only be ensured if: (1) per capita water use is reduced; (2) water is more effectively stored; and (3) it is reliably conveyed through, and around, the Delta to where it is needed. Increased water supply reliability can be achieved through diversifying regional water supply portfolios and expanding options for water conveyance, storage, and improved reservoir operations. New and existing water facilities can be operated to increase water supply reliability and restore the Delta ecosystem by improving the timing and efficiency of water management, including reducing demand on the Delta watershed in dry years and increasing diversion and storage in wet years.



Progress and Accomplishments

The DVSP identifies 15 actions to achieve the water supply reliability goals. These actions are 25% complete, which is a moderate improvement over 14% in 2011.



Legal and Procedural Milestones (3)

Guidance Issued to Reduce Urban Water Demands

The legislature established statewide urban water conservation goals. To help local water agencies meet these goals, DWR issued guidelines for preparing Urban Water Management Plans. For the 2010 update, urban water suppliers have now submitted a total of 408 Urban Water Management Plans. DWR developed regulations defining the measurement of commercial, industrial, and institutional process water. The CWC

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approved the regulations in February 2011. DWR is convening a technical committee to review and recommend new demand management measures.

Dual Conveyance Feasibility Study Advances

The Natural Resources Agency continued evaluation of conveyance alternatives as part of the BDCP process. The Public Review Draft Plan and EIR/EIS were released in December 2013. The proposed project includes construction and operation of a north of Delta diversion up to 9,000 cubic feet per second (cfs) to be operated in conjunction with, and preferentially to, south Delta diversion facilities, (except at times necessary to meet fish conservation goals). Other dual conveyance alternatives are also evaluated. Public comments are due in July 2014.

Storage Planning Deferred

The 2009 water legislation provides general statements regarding the importance of storage for improving water supply reliability, but there is no additional direction to DWR. The proposed water bond (SBX7-2) would provide funding for the public benefits associated with storage. The *Delta Plan* recommends completion of the CALFED storage investigations by December 31, 2012. DWR and Reclamation did not meet this deadline, but has begun to release draft Feasibility Reports and EIR/EIS documents, with final documents expected in 2014, 2015, and 2016.

The *California Water Action Plan* describes State actions to support funding for public benefits of storage projects if local and regional water users step forward to pay for water supply benefits. The *Action Plan* also supports State and local efforts to improve groundwater management and storage.

Other Strategies and Actions (12)

The other strategies and actions to achieve water supply reliability goals include those that promote urban and agricultural water conservation, increase regional water supply self-sufficiency, or provide for enhancements to storage and conveyance systems.

Conservation Requirements Advance

DWR is working with the State Water Board, California Public Utilities Commission, and other agencies to develop a common water use reporting form and database by 2014. In addition, DWR developed, and the CWC approved, conservation regulations regarding industrial process water and agricultural water measurement. DWR received 21 Agricultural Water Management Plans by the December 2012 deadline (26 plans as of May 2014).

Diversification of Regional Water Portfolios Supported

Regional water portfolio diversification focuses on self-sufficiency through flexible water management strategies. These strategies include optimizing available water supplies, developing new local supplies, and managing demand.

As part of the *California Water Plan Update 2013*, DWR updated the statewide drought contingency plan, which will serve as a model for regional and local water agencies. In December 2013, the Governor formed a Drought Task Force to closely manage precious water supplies, expand water conservation wherever possible, and

Water Supply Reliability Other Strategies and Actions

4.1: Reduce urban, residential, industrial, and agricultural water demand through improved water use efficiency and conservation starting by achieving a statewide 20 percent per capita reduction in water use by 2020.

- 4.1.1 Statewide Water Use Efficiency and Conservation
- 4.1.3 Agricultural Water Use Efficiency

4.2: Increase reliability through diverse regional water supply portfolios.

- 4.2.1 Water Recycling
- 4.2.2 Desalination
- 4.2.3 Stormwater
- 4.2.4 Surface Water and Groundwater Diversion Data Collection
- 4.2.5 Drought Contingency Plans
- 4.2.6 Integrated Water Management

5.1: Expand options for water conveyance, storage, and improved reservoir operations.

- 5.1.3 Surface and Groundwater Storage and Conveyance Facilities

5.2: Integrate Central Valley flood management with water supply planning.

- 5.2.1 Reservoir Operations
- 5.2.2 Lower San Joaquin River Flood Bypass
- 5.2.3 Watershed Infiltration

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quickly respond to emerging drought impacts throughout the state. Local and regional water agencies are required to address drought and water shortage planning as part of their Urban Water Management Plans, which were due to DWR by August 2011 and updated in 2015.

DWR awarded \$9 million for additional IRWM planning grants in November 2012. Local Groundwater Assistance Grants were awarded in summer 2013 (\$4.7 million). Round 2 Stormwater Flood Management Grants were awarded in July 2013 (\$92 million). On February 4, 2014, DWR awarded approximately \$131 million and tentatively awarded an additional \$21.8 million in grant funds to 21 proposals, for a total of \$152,851,040. The tentative award of \$21.8 million in funding is subject to appropriation through the State's budget process.

The State Water Board has initiated water diversion reporting requirements. The Legislature directed, and DWR has developed, a monitoring and reporting program for groundwater levels across the state.

Storage Investigations Ongoing

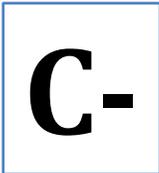
In the past two decades, DWR conducted a number of storage investigations to evaluate how surface storage and conveyance could be improved. As noted above, final planning and decision documents are expected over the next two years. The CWC is developing regulations and guidelines for financing public benefits of water storage projects with proceeds from the proposed water bond on the ballot in November 2014.

A number of other actions are continuing to improve storage. Construction of an expansion of Los Vaqueros reservoir is now complete. DWR and Reclamation are conducting a study of re-operating the SWP and CVP to achieve multiple objectives of improved water supply reliability, flood risk reduction, and ecosystem restoration.

DWR FloodSAFE and the U.S. Army Corps of Engineers (USACE) are evaluating revised reservoir flood storage requirements. DWR evaluated and recommended flood bypass improvements as part of the *Central Valley Flood Protection Plan*. DWR is testing a nonphysical barrier at Georgiana Slough. Studies of nonphysical barriers at the Head of Old River in 2009 and 2010 indicated that they were effective at redirecting fish—although predation at the structures was high in low water conditions.

Assessment

The completion of regulations and guidelines for implementing water use efficiency and continued state investment in regional water management are positive steps for water supply reliability. At the same time, planning and evaluation of the BDCP has advanced. However, continued and ongoing failure to integrate storage with conveyance and flood management with water supply indicate that the State is not planning or implementing a water management system to achieve the Two Co-Equal Goals. Ongoing delays with interim actions, such as improved through-Delta conveyance and barriers to improve water quality, continue. These ongoing gaps have resulted in the same grade as 2013, a “C-” in 2014, in spite of advances BDCP planning and state guidance for regional water management.



“Soft-side” Solutions Underway

Action by DWR, the CWC, and DSC to improve regional self-sufficiency through water use efficiency regulations and guidelines, integrated regional water management guidelines and incentives, and *Delta Plan* policies is commendable. Monitoring and reporting procedures are being established for diversions, agricultural water use, groundwater, and urban conservation.

Long-term Solutions Lack Integration for Success

The State lacks a coherent strategy to improve water management facilities needed to improve water supply reliability and restore the Delta ecosystem. Critical gaps in strategy exist for near-term, interim, and long-term

facilities planning. The BDCP planning process, which is demanding the vast majority of staff resources and expending tens of millions of dollars per year, has failed to effectively plan for the fundamental facilities necessary to make it successful. That is, without both upstream and downstream storage linked to conveyance facilities, DWR (and Reclamation) will be unable to manage water for families, farms, factories, and fish. With storage, they could decrease diversions at critical times for fish and increase water capture in wet years to store water for people and the environment.

The only way to stabilize water supplies for water users and increase flows at critical times in the Delta is to increase the flexibility in the water management system. Surface and groundwater storage are critical for increasing flexibility in the system to reduce flood flows, capture surplus water, and store water for both people and the environment. Unfortunately, storage investigations are underfunded, proceed slowly, lack a strategy for negotiating benefits and beneficiaries, and are not linked effectively to conveyance facility sizing and operations. Water contractors have given little or no commitment or assurances that they will increase local or regional surface or groundwater storage to reduce dry year demands. Without these components, long-term solutions will not achieve the Two Co-Equal Goals.

Near-term and Interim Actions Ignored

Critical near-term and interim actions to protect Delta water supplies are not advancing. The State lacks a coherent plan for securing or improving through-Delta water supplies. There are no plans, priorities, or actions to secure critical levees that protect water supply from the risk of earthquake failure. With a thoughtful strategy and plan, the State could reduce risks to high priority islands that protect water supply, critical infrastructure, local land uses, and the Delta ecosystem. Studies of potential near-term actions to reduce fish entrainment at the south Delta pumps have stalled. The investigation of Franks Tract and channel barriers to improve water quality and potentially improve fish migration has also stalled. There is encouraging work on pilot studies and collaborative science to improve water management for delta smelt and salmon migration, but these potential actions must be linked to measures that improve water supply reliability.

Water Supply Reliability Recommendations

Table 2-5 shows a comparison of the recommendations regarding Water Supply Reliability from prior Report Cards and an assessment of current status.

The Delta Vision Foundation recommends the following actions to improve and accelerate actions to increase water supply reliability.

1. The Natural Resources Agency, State Water Resources Control Board, and Delta Stewardship Council should develop a joint approach for defining water supply reliability and setting the objectives for the Delta immediately. The agencies should further establish standards and requirements to guide planning and decision-making about water supply reliability and ecosystem restoration and develop or improve policies and legal requirements to link storage, conveyance, and regional water management to ensure the “more in wet, less in dry” strategy.
2. The Natural Resources Agency, in partnership with Federal agencies, should appoint a team of resource specialists to plan and negotiate the public benefits of storage projects with water supply beneficiaries.
3. The Natural Resources Agency, Department of Water Resources, and Delta Stewardship Council, working with Federal partners and local interests, should immediately develop a strategy and work plan for accelerating actions to secure and improve through-Delta conveyance.
4. The Department of Water Resources should compile and report quantifiable information on how each region of the state uses Delta watershed water and how each region plans to reduce reliance on the Delta in meeting their future water needs.

Table 5-6. Delta Vision Report Card Actions Recommendations Comparison

2011	2012	2013	Status
<p>Water Supply Reliability</p> <p>5. The Natural Resources Agency, State Water Resources Control Board, and Delta Stewardship Council should immediately develop a joint approach for defining water supply reliability and setting the objectives for the Delta. The agencies should further establish standards and requirements to guide planning and decision-making for water supply reliability and ecosystem restoration.</p> <p>6. The Delta Stewardship Council and Natural Resources Agency should re-establish the critical linkage of storage and conveyance to evaluate and demonstrate the benefits of operational flexibility in achieving the Two Co-Equal Goals, and to ensure the right-sizing of planned facilities.</p> <p>7. The Department of Water Resources should compile and report quantifiable information on how each region of the state that uses water from the Delta watershed plans to reduce annual reliance on the Delta in meeting their future water needs.</p>	<p>Water Supply Reliability</p> <p>Recommendations Initiated Since 2011 (More Progress Needed)</p> <p>1. The Department of Water Resources should compile and report quantifiable information on how each region of the state uses Delta watershed water and how each region plans to reduce annual reliance on the Delta in meeting their future water needs.</p> <p>Note: Improved reporting of water use efficiency established through recent guidelines and regulations and ongoing support of integrated regional water management will help. Additional synthesis and reporting will inform policy makers on progress and accomplishment.</p> <p>2011 Recommendations Repeated in 2012 (Little or No Action)</p> <p>2. The Natural Resources Agency, State Water Resources Control Board, and Delta Stewardship Council should develop a joint approach for defining water supply reliability and setting the objectives for the Delta right away. The agencies should further establish standards and requirements to guide planning and decision-making about water supply reliability and ecosystem restoration.</p> <p>Note: Unfortunately, the historical debate about more or less export from the Delta continues. The State must establish a unified statement of principles, goals, and measurable objectives.</p> <p>3. The Delta Stewardship Council and Natural Resources Agency should re-establish the critical linkage of storage and conveyance. This linkage will enable them to evaluate and demonstrate the benefits of operational flexibility in achieving the Two Co-Equal Goals, and ensure the right-sizing of planned</p>	<p>Water Supply Reliability</p> <p>1. The Natural Resources Agency, State Water Resources Control Board, and Delta Stewardship Council should develop a joint approach for defining water supply reliability and setting the objectives for the Delta immediately. The agencies should further establish standards and requirements to guide planning and decision-making about water supply reliability and ecosystem restoration.</p> <p>2. The Delta Stewardship Council and Natural Resources Agency should develop or improve policies and legal requirements to link storage, conveyance, and regional water management to ensure the “more in wet, less in dry” strategy. This linkage will enable the agencies to evaluate and demonstrate the benefits of operational flexibility in achieving the Two Co-Equal Goals, and ensure the right-sizing of planned facilities.</p> <p>3. The Natural Resources Agency, Department of Water Resources, and Delta Stewardship Council, working with Federal partners and local interests, should immediately develop a strategy and work plan for accelerating actions to secure and improve through-Delta conveyance.</p> <p>4. The Department of Water Resources should compile and report quantifiable information on how each region of the state uses Delta watershed water and how each region plans to reduce future reliance on the Delta in meeting their future water needs.</p>	<p>Water Supply Reliability Status</p> <ul style="list-style-type: none"> • Little to no work underway or completed to further define water supply reliability objectives. • No meaningful analysis completed regarding integration of storage and conveyance. • Water use reporting has improved as a result of 2009 legislation, regulations and guidance developed by State Water Board and DWR. Some improvement in oversight and enforcement by Delta Watermaster. Additional oversight and funding needed. • CA Water Plan Update 2013 compiled water supply and use information by region, but no coordinated strategy or performance objectives defined for reducing future reliance on the Delta. • No organized evaluation of improving through-Delta conveyance. Some funding (\$75M) allocated from Prop 1E this year for levee improvements.

Table 5-6. Delta Vision Report Card Actions Recommendations Comparison

<i>2011</i>	<i>2012</i>	<i>2013</i>	<i>Status</i>
	<p>facilities.</p> <p>Note: The State continues to advance a narrowly focused facilities plan without assurances and commitments to implement critical linked actions such as storage and regional self-sufficiency. This approach will not increase water operations flexibility to achieve the Two Co-Equal Goals.</p> <p><i>New Recommendations in 2012</i></p> <p>4. The Natural Resources Agency, Department of Water Resources, and Delta Stewardship Council, working with Federal partners and local interests, should immediately develop a strategy and work plan for accelerating actions to secure and improve through-Delta conveyance.</p> <p><i>Completed 2011 Recommendations</i></p> <p>None.</p>		

Section 3

Leadership, Effectiveness and Cooperation

Introduction

This section describes the Delta Vision Foundation (DVF) assessment of, and recommendations for, leadership and effectiveness of the Governor's Administration, the Legislature, and State agencies with primary responsibility for implementing the actions described in the *Delta Vision Strategic Plan (DVSP)* and subsequent implementing legislation. This report reviews the following State agencies:

- Delta Stewardship Council (DSC)
- Natural Resources Agency (Resources)
- Department of Water Resources (DWR)
- Department of Fish and Wildlife (CDFW)
- Sacramento-San Joaquin Delta Conservancy (Conservancy)
- Delta Protection Commission (DPC)
- State Water Resources Control Board (State Water Board)
- Central Valley Regional Water Quality Control Board (Regional Board)
- California Water Commission (CWC)
- Office of Emergency Services (OES)
- Central Valley Flood Protection Board (CVFPB)
- Department of Food and Agriculture (CDFA)
- Science Programs

The section also evaluates the following Federal agencies coordinating and cooperating to achieve the Two Co-Equal Goals.

- Department of the Interior (DOI)
- Bureau of Reclamation (Reclamation)
- U.S. Fish & Wildlife Service (USFWS)
- Department of Commerce, National Marine Fisheries Service (NMFS)
- U.S. Environmental Protection Agency (USEPA)

This section also includes an evaluation of stakeholder cooperation.

Future evaluations will include other State and Federal agencies with responsibilities and activities in the Delta, including the California Department of Transportation, California Public Utilities Commission, U.S. Department of Agriculture, Natural Resources Conservation Service (NRCS), and U.S. Army Corps of Engineers.

Measuring Leadership and Effectiveness

For each State or Federal agency evaluated, DVF considers seven essential elements of effective program planning and accomplishment listed below (Table 3-1). For the *2014 Delta Vision Report Card*, the DVF asked each agency to provide a self-evaluation, which included the following topics:

- Status of the Two Co-Equal Goals.
- Grade for overall leadership and effectiveness (considering the seven elements).
- Planned actions to improve performance in the next year.
- Barriers and challenges.
- Recommendations to DVF and others.

Table 3-1. Core Elements of Agency Leadership and Effectiveness	
Leadership	Does the management team demonstrate leadership that maximizes the efforts of others towards the achievement of the Two Co-Equal Goals?
Management	Has the management team defined the purpose for its actions and follow a work plan, schedule, budget, and approach for adapting to change?
Capacity	Has the organization secured and assigned capable people, tools, and necessary funding to be effective?
Science	Is the organization identifying, developing, and using objective data, information, and knowledge to evaluate actions and consequences?
Coordination	Is the organization communicating and aligning with other people, programs, and issues to ensure that critical linkages with other actions are considered and maintained?
Action	Is the organization acting decisively to develop recommendations, make decisions, and implement actions that advance the <i>Delta Vision Strategic Plan</i> and subsequent legislation?
Accountability	Has the organization established processes and mechanisms to evaluate progress and results and is this information used to improve their effectiveness?

The DVF completed its evaluation by reviewing the self-evaluations and input from stakeholders, agency staff, and members of the public.

As part of the effort to identify a letter grade for each agency or organization, DVF prepared a qualitative scoring methodology for each of the core elements. Each of the seven elements has been ranked on a five-point, color-coded scale (as shown in the box to the right). Figure 3.1 shows an example summary graphic. A summary graphic for each agency follows below.

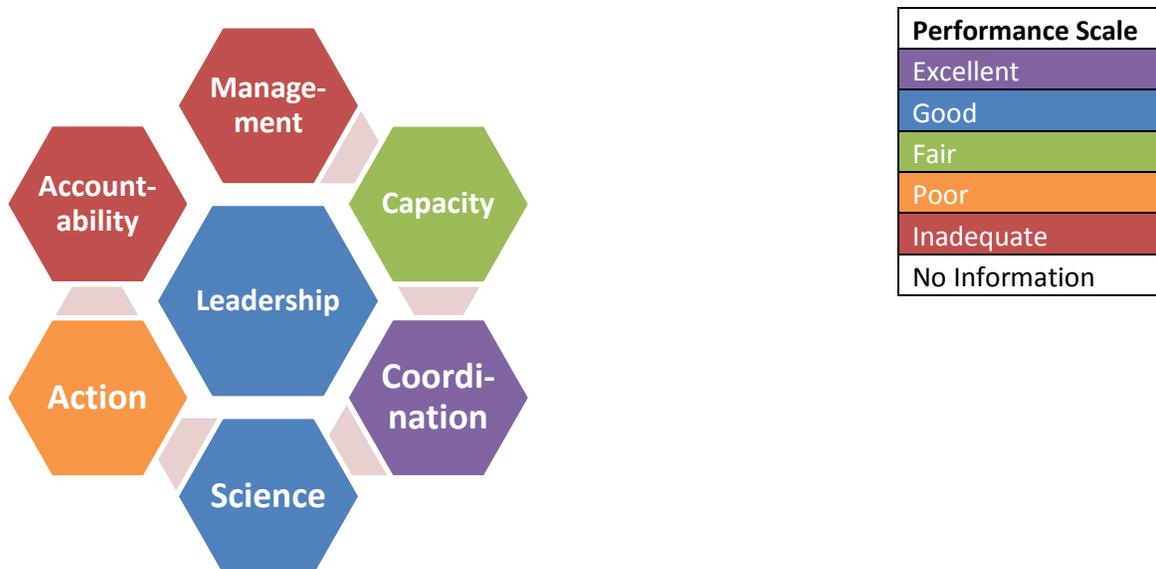


Figure 3-1. Example Agency Performance Summary

Evaluation Grades

The 2014 grades for State and Federal agencies acknowledge the broad and intense level of effort and coordination demonstrated in all areas. There is no question that management and staff at the core of Delta issues are committed to progress and are working diligently to coordinate some activities across multiple agencies. Important planning processes have produced results in the form of the *Delta Plan*, *Public Draft Bay Delta Conservation Plan* and *EIR/EIS*, and *Central Valley Flood Protection Plan*.

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However, the grades also reflect increasing expectations for resolution of key issues, linked actions and implementation, and performance accountability. There is no question that the Delta poses numerous complex, interrelated challenges and the drought has heightened the challenges and illuminated the problems. Consequently, the 2014 grades also consider how agencies are working to resolve core conflicts, integrate actions into a workable statewide solution, implement near-term actions, and measure results.

As a result, the grades reflect the DVF evaluation of overall progress toward implementation of workable solutions that achieve real improvement in water supply reliability, ecosystem function, and protection and enhancement of the Delta.

Summary Report Card on Leadership and Effectiveness

As with previous Delta Vision Report Cards, the DVF in 2014 recognizes and acknowledges the State and Federal agencies' dedicated efforts to implement the *DVSP*. Across all agencies, managers and staff are working diligently to find the means to achieve the Two Co-Equal Goals, while protecting and enhancing the Delta as an evolving place. The *2014 Delta Vision Report Card* praises the efforts shown over the past five years. However, the drought has highlighted the consequences of inaction to increase the flexibility and resiliency of California's water management system to meet the needs of people and the environment. Action and implementation is needed to advance the foundational agreements and integrated approaches represented in the *DVSP*. The Governor's *California Water Action Plan* is a positive step, but the State must continue to demonstrate vision and leadership for all of the linked actions necessary make the state's water supply and the Delta's ecosystem and economy sustainable for the long-term.

State of California

The *2014 Delta Vision Report Card* evaluates implementing agencies for their leadership, strategic direction, coordination, results, and accountability. The grades reflect both the efforts by agencies and the results achieved over the past five years. Whether or not State Agencies chose to participate in this *Report Card* process, the State of California overall needs to foster a culture of accountability for results and increased transparency on performance.

Table 3-2. State Leadership and Effectiveness Summary

<i>Organization</i>	<i>Effort</i>	<i>Results</i>	<i>Comments</i>
Legislature	B+	C+	Drought and BDCP have focused action and attention on water bond and governance. Funding for Delta activities inadequate. Delta oversight not integrated or constructive.
Governor's Administration	B	C+	Water Action Plan supports integrated approach, lacks action plan and accountability. Leadership and management needed on storage and retention, restoration, levees, and regional water management to drive action and link to Delta.
Delta Stewardship Council	B	B-	Finally initiated Interagency Implementation Committee; inadequate public accountability. Slow to move on tough issues: levees, near-term actions, and performance measures.
Natural Resources Agency	B	B-	Advanced BDCP analysis. Slow to embrace comprehensive, integrated approach. Weak action plan for other components. Insufficient leadership or direction on near-term actions.

Table 3-2. State Leadership and Effectiveness Summary

<i>Organization</i>	<i>Effort</i>	<i>Results</i>	<i>Comments</i>
Department of Water Resources	B	C+	Advanced BDCP analysis. Slow to embrace comprehensive, integrated approach. Slow to no action plan or progress for storage, levees, and restoration. Progress in emergency preparedness. Regional water management lacks performance linkage to Delta.
Department of Fish and Wildlife	B	C+	Improved leadership and coordination regarding BDCP. Ecosystem restoration lacks leadership, management strategies, and deadlines to drive implementation. Slow progress on instream flows and no progress on storage.
Sacramento-San Joaquin Delta Conservancy	A	A-	Advanced the Restoration Network and local relationships. Constrained by lack of State funding for near-term projects to demonstrate success.
Delta Protection Commission	A	B+	Improved partnerships to represent Delta interests effectively. Constrained by lack of State funding to implement economic development projects.
State Water Resources Control Board	A	A-	Guided by a strategic plan; assigns resources to address highest priorities. Effectively seeking sound science. Drought diverting resources from Bay-Delta Plan.
Central Valley Regional Water Quality Control Board	A	A-	Coordinated strategies with State Water Board. Addressing critical water quality issues. Improved collaboration and value of Delta monitoring programs.
California Water Commission	B+	B+	Advanced discussion of public benefits of storage and funding criteria. Reviewed DWR regulations and SWP. Needs to continue action on water storage, levees, and the SWP.
Office of Emergency Services	B+	B+	Continued effective coordination and enhancement of Delta emergency management. Completing <i>Northern California Catastrophic Flood Response Plan</i> .
Central Valley Flood Protection Board	A	B+	Advancing regional integrated flood management strategies developed by local interests. Working to continue alignment among flood, water, ecosystem actions.
Department of Food and Agriculture	B	B+	Helped develop Water Action Plan. Needs strategy to localize and implement Action Plan and Ag Vision 2030 to Sacramento, San Joaquin, and Delta regions.
Science Programs	B+	B+	Supported integrated, collaborative science and developed Delta Science Plan. Increased effective, valuable independent reviews of Delta activities. Need resources to synthesize and communicate science efforts and address key policy issues.

Federal Agencies

The 2014 Delta Vision Report Card also evaluates the Federal agencies for their leadership, strategic direction, coordination, results, and accountability. Previous report cards evaluated the Federal agencies as a whole. This year's evaluation provides an individual assessment, based on a self-evaluation and the DVF assessment. Table 3-3 summarizes the results for the Federal agencies evaluated.

Table 3-3. Federal Leadership and Effectiveness Summary

<i>Organization</i>	<i>Self</i>	<i>DVF</i>	<i>Comments</i>
Department of the Interior	C	C	Completed draft BDCP and several draft storage feasibility studies. Loss of key leaders in Washington, DC and Sacramento reduced effectiveness.
Bureau of Reclamation	B+	B	Continues to engage and lead federal participation in BDCP and biological opinions. Completed several draft storage feasibility studies. Needs to improve integration of water management approaches.
U.S. Fish & Wildlife Service	B+	B-	Provided planning, science, and regulatory oversight to critical Delta processes. Needs resources and coordinated decision-making to resolve key issues for BDCP. Needs to engage in storage planning.
National Marine Fisheries Service	B+	B-	Improved strategies for science collaboration. Needs resources and coordinated decision-making to resolve key issues for BDCP and engage in storage planning.
U.S. Environmental Protection Agency	B	B-	Could and should play a stronger leadership role in advancing actions, results, and performance accountability.

Linkage and Integration is Essential

In previous report cards, DVF stressed the urgency for action and the essential importance of leadership. Fortunately, there has been improvement in leadership and coordination over the past three years in all agencies. There is more shared knowledge and a better understanding of the inherent interconnectedness of the agencies with regards to the Delta. These improvements led to the development of the *California Water Action Plan*. Leaders and managers are coordinating better on major programs. In addition, science programs are more closely integrated with policy decisions and efforts to implement more collaborative science are increasing.

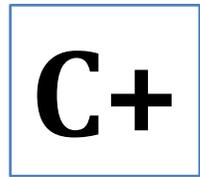
Across stakeholder interests, there is broad support for comprehensive, integrated actions to address Delta issues and conflicts. Over the last eight months, DVF and others convened discussions among water users, Delta counties, and several environmental groups to explore support for an integrated approach that would put more specifics and action in the *California Water Action Plan*. This group reached agreement relatively quickly on the principles of an integrated approach (see Principles of Agreement on page ES-6). In spite of that broad agreement, challenges remain in fleshing out the details of how to achieve a comprehensive “Water Fix” for California, the sequence of actions, and the mechanisms for ensuring progress in all areas without bogging down decisions and actions.

However, improved coordination among agencies and principles of agreement are not sufficient to assure workable solutions and earn public trust. Agencies and stakeholders must develop accountability mechanisms to assure progress on the major components of the *DVSP* and subsequent implementing legislation as a cohesive strategy in all areas—levees, conveyance, storage, ecosystem restoration, flood management, water quality, economic development, etc. These commitments are the first, and most important, step in resolving the historic conflicts about the Delta and building public trust that the State will implement solutions that solve the Delta challenge. Commitments can be structured in a way that does not bog down decisions and action.

The Delta Vision Foundation finds reason for optimism. The opportunity is now to refine a comprehensive action plan and fashion commitments and assurances to reinforce accountability for implementing a workable solution.

State Legislature

The California Legislature, along with the Governor, is responsible for establishing the overall policy direction for the State’s water, environmental, and Delta issues. They do this through legislation, funding, oversight, and executive appointments.



Strengths and Accomplishments

- Established the policy direction and governance for implementing the *Delta Vision Strategic Plan* through the 2009 Delta Reform Act and companion legislation.
- Conducted oversight hearings regarding BDCP.
- Elevated attention on drought, groundwater, and water bond in 2014.

Challenges and Areas for Improvement

- New members and some new leadership for key committees.
- Insufficient funding for Delta implementation agencies and science programs.
- Insufficient oversight and public accountability established for 2009 water legislation.
- No action to consider long-term, stable funding mechanisms for state oversight and regional implementation; over-reliance on bond funding.

Performance Scale
Excellent
Good
Fair
Poor
Inadequate
No Information

Recommendations and Observations

The Delta Vision Foundation recommends the following actions to improve State leadership and direction for implementing the actions in the *Delta Vision Strategic Plan* and subsequent legislation.

1. Maintain funding for habitat restoration, storage, strategic Delta levee system, and regional water management in the water bond.
2. Establish commitments and assurances to link and integrate Delta and statewide actions through bond requirements and legislative requirements.
3. Secure funding for Delta implementation and science activities for the next five years.
4. Establish appropriate legislative oversight and public accountability for near-term actions, BDCP, flood management and levees, ecosystem restoration, water storage, and regional water management.
5. Identify new and alternative funding sources for implementation



Figure 3-2. State Legislature Performance Summary

Governor's Administration

C+

Overview

The Governor's Administration, along with the State Legislature, is responsible for establishing the overall policy direction for the State's water, environmental, and Delta issues. The Governor sets policy and coordinates implementation through leadership direction and decisions, executive appointments, resource allocation, and budget recommendations.

Strengths and Accomplishments

- Directed State agencies to work across functional areas to meet California's challenges.
- Prepared *California Water Action Plan* and supported Delta Plan Interagency Implementation Committee.
- Set policy direction for addressing conveyance and habitat through BDCP.
- Issued executive orders to streamline approval process for water transfers and address drought.
- Appointed capable leaders to key agency, board, and commission positions.

Challenges and Areas for Improvement

- Slow to adopt integrated approach to addressing Delta and state-wide water issues.
- Little or no concerted direction to implement near-term actions.
- Insufficient budget for Delta agencies.
- Implementation structures lack effective independent oversight to ensure public accountability.
- Planning processes lack effective mechanisms for responding to public issues and negotiating or mediating resolution of conflicts.

Recommendations and Observations

The Delta Vision Foundation recommends the following actions to improve State leadership and direction for implementing the actions in the *Delta Vision Strategic Plan* and subsequent legislation.

1. Support 2014 water bond to fund restoration, regional water management, strategic Delta levee system, and storage.
2. Set leadership direction and prepare five-year work plan and budget for implementing the *California Water Action Plan*.
3. Prepare budget proposals to establish secure, long-term funding sources for critical regulatory, oversight, science, and Delta implementation functions.
4. Immediately direct State resources to implement near-term actions to protect lives, secure water conveyance systems, restore critical habitat, and improve fish protection and water quality.



Figure 3-3. Governor's Administration Performance Summary

Performance Scale
Excellent
Good
Fair
Poor
Inadequate
No Information

State Agencies with Primary Implementation Responsibilities

Delta Stewardship Council

B-

Overview

The Delta Stewardship Council (DSC) was established by the 2009 water legislation (SBX7-1). The legislation directs the DSC to develop, adopt, and implement by January 1, 2012, a legally enforceable, comprehensive, long-term management plan for the Sacramento-San Joaquin Delta and the Suisun Marsh—the *Delta Plan*—to further the Two Co-Equal Goals while protecting and enhancing the Delta as an evolving place. The legislation also directed the DSC to review and consider the strategies and actions of the *Delta Vision Strategic Plan (DVSP)*.

Strengths and Accomplishments

- Completed and approved *Delta Plan* and implementing regulations.
- Implemented an iterative process to develop *Delta Plan*.
- Established the Delta Plan Interagency Implementation Committee.
- Solid efforts to drive improved science programs and collaboration.

Challenges and Areas for Improvement

- Deferred critical issues regarding near-term actions, levee investment priorities, performance measures, and implementation planning.
- Focus on legal enforcement and environmental review diminished efforts to define overall implementation strategies, objectives, linkages, and near-term priorities.
- Needs work plan to define actions and progress accountability.
- Needs improved processes for convening stakeholders to increase accountability of Implementation Committee and resolve critical issues.

Recommendations and Observations

The Delta Vision Foundation recommends the following actions to enhance the effectiveness of the Delta Stewardship Council in implementing the actions in the *Delta Vision Strategic Plan* and subsequent legislation.

1. Establish a work plan for the Delta Plan Interagency Implementation Committee to address both near-term and long-term implementation, including actions, timelines, and expected outcomes. Schedule Implementation Committee meetings at least quarterly to increase public accountability and reporting.
2. Establish work groups on critical work elements of the Delta Plan Interagency Implementation Committee to increase agency, stakeholder, and science collaboration for implementation.
3. Develop unambiguous, concise description of expected outcomes and policy level performance measures for the *Delta Plan*; begin assessment and reporting immediately.
4. Immediately implement efforts to develop levee investment priorities, with effective stakeholder engagement to address and resolve issues.
5. Work with stakeholders and the Delta Plan Interagency Implementation Committee to develop or improve policies and to link water storage, water conveyance, levee improvements, regional self-sufficiency, and ecosystem restoration to achieve the Two Co-Equal Goals.

Performance Scale
Excellent
Good
Fair
Poor
Inadequate
No Information



Figure 3-4. Delta Stewardship Council Performance Summary

California Natural Resources Agency

B-

Overview

The California Natural Resources Agency (Resources) manages the State efforts to restore, protect, and manage natural, historical, and cultural resources. The departments and organizations within Resources with primary responsibility for Delta issues include: the Department of Water Resources (DWR); Department of Fish and Wildlife (CDFW); Delta Protection Commission (DPC); and Sacramento-San Joaquin Delta Conservancy (Conservancy).

Strengths and Accomplishments

- Led substantial progress in planning and analysis for BDCP; released public drafts for review.
- Continued outreach with all stakeholder interests; improved local coordination in some areas.
- Increased coordination among State agencies and with Federal agencies on BDCP planning and biological opinions.
- Increased support for integrated approach to achieving the Two Co-Equal Goals; prepared *California Water Action Plan*.
- Improved independent review of BDCP science.

Performance Scale
Excellent
Good
Fair
Poor
Inadequate
No Information

Challenges and Areas for Improvement

- *California Water Action Plan* lacks work plan, actions, and funding.
- Proposed BDCP plans and actions not sufficiently linked to policy principles and biological objectives.
- Proposed governance structures are inadequate to ensure independent oversight, integration with other activities, and public accountability.
- Little or no action to advance near-term actions and continue evaluation of other actions to improve Delta hydrodynamics and fish protection.
- Outreach and transparency effort is important and valuable, but revised approaches are needed to address and resolve historic conflicts.

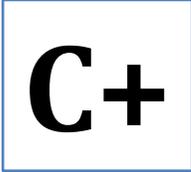
Figure 3-5. Natural Resources Agency Performance Summary

Recommendations and Observations

The Delta Vision Foundation recommends the following actions to enhance the effectiveness of the Natural Resources Agency in implementing the actions in the *Delta Vision Strategic Plan* and subsequent legislation.

1. Work with the Governor and other State agencies to develop a work plan, schedule, and public accountability for linked, integrated implementation of the *California Water Action Plan*, *Delta Plan*, and *Bay Delta Conservation Plan*.
2. Implement additional negotiation and mediation approaches to resolve core issues and conflicts, including linkages and integration among Delta and statewide programs.
3. Coordinate departments and organizations within Resources to accelerate implementation of near-term Delta levee improvements, water conveyance improvements, and ecosystem restoration actions.
4. Working with the Delta Plan Interagency Implementation Committee, provide policy direction and analysis of how Central Valley water management systems can be operated and improved to capture more water in wet years and divert less in dry years to achieve the Two Co-Equal Goals.

Department of Water Resources



Overview

The Department of Water Resources (DWR) has a number of important responsibilities in implementing the 2009 water legislation, including operating the State Water Project (SWP), preparing the *California Water Plan* and managing Integrated Regional Water Management (IRWM). DWR also manages California’s flood management, levee subvention, and special projects programs.

Strengths and Accomplishments

- Led substantial progress in planning and analysis for BDCP; released public drafts for review.
- Increased support for integrated approach to achieving the Two Co-Equal Goals; prepared *California Water Action Plan*.
- Developed guidelines and regulations for implementing groundwater level monitoring and reporting and urban and agricultural water management and efficiency.
- Improved efforts to integrate flood management and ecosystem restoration.
- Advanced Delta emergency preparedness and response.
- Completed the Central Valley Flood Protection Plan.
- Continues to guide and provide planning and implementation grants for IRWM.
- Planning ecosystem restoration actions at Dutch Slough, Meins Landing, Twitchell Island, McCormack-Williamson Tract, Liberty Island, and Prospect Island.

Figure 3-6. Department of Water Resources Performance Summary

Performance Scale
Excellent
Good
Fair
Poor
Inadequate
No Information

Challenges and Areas for Improvement

- Insufficient linkage and analysis of storage and conveyance to improve Delta water management for the Two Co-Equal Goals.
- Slow progress on planning and funding Delta levee investments.
- Reduced efforts to evaluate physical improvements to Delta waterways to improve water quality and fish protection.
- Lacks capacity to implement projects in the Delta.

Recommendations and Observations

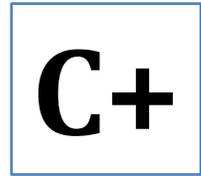
The Delta Vision Foundation recommends the following actions to improve the effectiveness of the Department of Water Resources in implementing the actions in the *Delta Vision Strategic Plan* and subsequent legislation:

1. Work with the Governor and other State agencies to develop a work plan, schedule, and public accountability for linked, integrated implementation of the *California Water Action Plan*, *Delta Plan*, and *Bay Delta Conservation Plan*.
2. Immediately update and present information on the operations, benefits, and costs of storage alternatives (north and south of the Delta, surface and groundwater) with and without consideration of Delta conveyance alternatives to describe how the Central Valley water management systems can be operated and improved to capture more water in wet years and divert less in dry years to achieve the Two Co-Equal Goals; coordinate this effort with the State Water Board, Delta Stewardship Council, and stakeholders.

2014 Delta Vision Report Card

3. Prepare an evaluation and implementation plan to accelerate the investigation and implementation of through-Delta conveyance improvements, including fish screen options at Banks Pumping Station, barriers, dredging, levee improvements, and other near-term improvements in conveyance, supply reliability, and water quality.
4. Complete the levee investment strategy with the Delta Stewardship Council and direct Proposition 1E resources to improve levees that protect critical statewide infrastructure, including water conveyance.
5. Complete construction of emergency response facilities in the Delta, stockpiling of materials, and implementation of contracts for emergency resources.

Department of Fish and Wildlife



Overview

The Department of Fish and Wildlife (CDFW) is responsible for the protection of native fish, wildlife, and plant species and their habitats. It does so to ensure the survival of all species and natural communities. CDFW has important responsibilities for in-stream flows, habitat restoration, and invasive species management.

Strengths and Accomplishments

- Strong leadership coordinating planning and regulatory actions for the Delta.
- Coordinating with and supporting State Water Board proceedings.
- Established and staffed in-stream flow program.
- Updated the Ecosystem Restoration Program.

Challenges and Areas for Improvement

- Need to maintain a strong, independent regulatory role in reviewing, approving, and overseeing BDCP regulatory actions.
- Planning and coordination is strong but slow; need to develop stronger program implementation capacity to drive action and measure results.
- Need to strengthen implementation plans, schedules, and performance metrics for in-stream flow studies and ERP implementation.
- Need strategy and engagement on water storage for ecosystem needs.

Figure 3-7. Department of Fish and Wildlife Performance Summary

Recommendations and Observations

The Delta Vision Foundation recommends the following actions to improve the effectiveness of the Department of Fish and Wildlife in implementing the action in the *Delta Vision Strategic Plan* and subsequent legislation:

1. Work with the Delta Plan Interagency Implementation Committee and the Ecosystem Restoration Network to develop a coordinated Delta ecosystem restoration implementation plan to meet objectives defined in the *Delta Plan*; identify near-term actions to be completed within five years and measure results.
2. Provide additional clarity, focus, priorities, and progress performance measures for evaluating and recommending in-stream flow needs.
3. Work with Federal fisheries agencies, the Department of Water Resources, California Water Commission, and regional water storage projects to define water storage needs and priorities for fisheries and refuges.

Performance Scale
Excellent
Good
Fair
Poor
Inadequate
No Information

Sacramento-San Joaquin Delta Conservancy

A-

Overview

The Sacramento-San Joaquin Delta Conservancy (Conservancy) was established as part of the 2009 water package (SBX7-1) “as a State agency to work in collaboration and cooperation with local governments and interested parties and act as a primary State agency to implement ecosystem restoration in the Delta and support efforts that advance environmental protection and the economic well-being of Delta residents.” The legislation establishes the expectation of working closely with Delta interests and being a partnership for the Delta community.

Strengths and Accomplishments

- Developed Strategic Plan in close coordination with community.
- Initiated “Delta Dialogues” to review and discuss interests of diverse stakeholders.
- Initiated Ecosystem Restoration Network to coordinate Delta restoration activities.
- Secured non-State funding to initiate coordination efforts and projects.
- Partnered with Delta Protection Commission to initiate Delta branding effort.

Challenges and Areas for Improvement

- Limited funding for implementing projects.
- Continue to build relationships through implementation of ecosystem restoration and economic development projects.

Figure 3-8. Sacramento-San Joaquin Delta Conservancy Performance Summary

Recommendations and Observations

The Delta Vision Foundation recommends the following actions to enhance the effectiveness of the Sacramento-San Joaquin Delta Conservancy in implementing the actions in the *Delta Vision Strategic Plan* and subsequent legislation.

1. Continue work with local interests and the Department of Fish and Wildlife, Department of Water Resources, Delta Stewardship Council, BDCP and other water, environmental, and Delta interests to develop a coordinated Delta ecosystem restoration implementation strategy to meet objectives defined in the *Delta Plan*; identify near-term actions to be completed within five years. Establish the Restoration Network as a work group of the Delta Plan Interagency Implementation Committee.
2. Continue to establish the Delta Conservancy as the central information source for economic development and ecosystem restoration projects in the Delta by collecting, synthesizing, and reporting information on the objectives, status, location, and effectiveness of Delta projects.
3. Continue work with U.S. Department of Agriculture Natural Resource Conservation Service and California Department of Food and Agriculture to identify and apply agricultural programs that can support and advance ecosystem restoration and economic development in the Delta.

Performance Scale
Excellent
Good
Fair
Poor
Inadequate
No Information

Delta Protection Commission

B+

Overview

The Delta Protection Commission (DPC) is a State agency with responsibility to protect, maintain, enhance, and restore the overall quality of the Delta environment, including agriculture, wildlife habitat, and recreational activities. The goal of the Commission is to ensure orderly, balanced conservation and development of Delta land, resources, and improved flood protection. The 2009 water legislation (SBX7-1) restructured the DPC to include 15 members representing State agencies (4) and Delta counties, cities, and Reclamation Districts (11). The 2009 water legislation also established the Delta Investment Fund under the control of DPC to promote economic development in the Delta.

Strengths and Accomplishments

- Participated as an effective voice for the Delta in development of *Delta Plan*.
- Completed and submitted National Heritage Area proposal to Congress.
- Initiating feasibility study of Delta Levees assessment district.
- Implementing working landscapes projects.
- Clarified urban limit boundaries within the Delta.
- Partnered with Delta Conservancy to initiate Delta branding effort.
- Continued to advance the Great California Delta Trail.

Figure 3-9. Delta Protection Commission Performance Summary

Challenges and Areas for Improvement

- Limited funding for implementing projects.
- Continue and support ongoing efforts to identify economic development opportunities for the Delta.
- Continue to align Delta land use management plan with *Delta Plan*.

Recommendations and Observations

The Delta Vision Foundation recommends the following actions to enhance the effectiveness of the Delta Protection Commission in implementing the actions of the *Delta Vision Strategic Plan* and subsequent legislation:

1. Work with the Delta Stewardship Council, Department of Water Resources, Central Valley Flood Protection Board, and others to identify priority areas for levee protection and investment.
2. Continue to work with Delta interests and State and Federal agencies to identify and implement economic development opportunities for the region; obtain needed funding from the Legislature and other sources to continue and expand economic development planning and implementation for the Delta through the Delta Investment Fund.
3. Work with the local governments and the Department of Water Resources to complete local land use and risk reduction plans for the Delta communities of Walnut Grove (including the residential area on Grand Island), Locke, Clarksburg, Courtland, and Terminous.
4. Continue to advance emerge preparedness and response planning, in cooperation with the California Emergency Management Agency, Department of Water Resources, Delta Counties, and others.

Performance Scale
Excellent
Good
Fair
Poor
Inadequate
No Information

State Water Resources Control Board

A-

Overview

The State Water Resources Control Board (State Water Board) was established by the Legislature in 1967 with joint authority over water allocation and water quality protection for California's waters. The 2009 water legislation directed the State Water Board to complete several actions, such as establishing a Delta Watermaster, improving water diversion information, and completing a report on Delta flow criteria.

Strengths and Accomplishments

- Initiated and advanced proceedings to update the *Bay-Delta Water Quality Control Plan* in four phases.
- Strong leadership commitment and resource allocation to address Delta issues.
- Strong performance by Delta Watermaster to increase reporting and compliance for Delta diversions.
- Continues to guide State Water Board and Regional Board activities by a Delta Strategic Work Plan.
- Effective incorporation of science and coordination with Delta Science Program.
- Effective workshops to assess and discuss science and policy issues.
- Strong organizational focus on performance measurement and reporting.

Performance Scale
Excellent
Good
Fair
Poor
Inadequate
No Information

Challenges and Areas for Improvement

- Maintain focus and science integration through four-phase *Bay-Delta Plan* process.
- Increase integration of flow and non-flow actions to improve water quality, habitat, and fish populations.
- Clarify and communicate desired outcomes, objectives, implications, balancing, and how the outcomes can be achieved.

Recommendations and Observations

The Delta Vision Foundation recommends the following actions to enhance the effectiveness of the State Water Resources Control Board in implementing the actions of the *Delta Vision Strategic Plan* and subsequent legislation:

1. Evaluate and articulate how water users in the Central Valley can and should capture more water in wet periods and divert less in dry periods and the State Water Board's role in making that change.
2. Complete phases 1 and 2 of the Bay-Delta Plan update.
3. Update the five-year *Delta Strategic Work Plan*.
4. Identify and recommend necessary additional improvements in water rights enforcement authority.



Figure 3-10. State Water Resources Control Board Performance Summary

Central Valley Regional Water Quality Control Board

Overview

The Central Valley Regional Water Quality Control Board (Regional Board) has responsibility for regulating water quality throughout the Central Valley and the Delta. The Regional Board develops and modifies Basin Plans for water quality management and Total Maximum Daily Load (TMDL) requirements for specific contaminants. The Basin Plans are implemented through permits and requirements issued by the Regional Board for point and non-point sources of pollutants and contaminants. The Regional Board also coordinates water quality monitoring programs throughout the Central Valley and Delta.



Strengths and Accomplishments

- Settled lawsuit regarding Sacramento Regional County Sanitary District ammonia and nitrate discharge permit.
- Adopted Drinking Water Policy.
- Adopted Delta Mercury TMDL and developed mercury studies.
- Continued Irrigated Lands Regulatory Program and adopted waste discharge requirements.
- Developed and released (with the State Water Board and others) a draft Regional Monitoring and Assessment Framework.

Performance Scale
Excellent
Good
Fair
Poor
Inadequate
No Information

Challenges and Areas for Improvement

- Continue to sharpen relevance of monitoring and performance results for policy makers and the public.
- Continue studies, progress, and approvals for Irrigated Lands Program, CV-SALTS, and TMDLs.

Recommendations and Observations

The Delta Vision Foundation recommends the following actions to improve the effectiveness of the Central Valley Regional Water Quality Control Board in implementing the actions of the *Delta Vision Strategic Plan* and subsequent legislation:

1. Continue leadership and coordination with other agencies to establish thorough and efficient water quality monitoring for the Delta. Work with these agencies to develop a stable, long-term funding plan.
2. Provide guidance on scientific research needed for water quality management in the *Delta Science Plan* developed by the Delta Science Program and the Independent Science Board.

Figure 3-11. Central Valley Regional Water Quality Control Board Performance Summary

California Water Commission

B+

Overview

The nine-member California Water Commission (CWC) advises the Director of DWR on matters within DWR jurisdiction, approves rules and regulations, and reports on the status of the State Water Project (SWP). The 2009 water legislation included an \$11 billion bond measure (SBX7-2) for water resources (now on the November 2014 ballot). As part of the bond measure, the CWC is to develop criteria for determining the public benefits of various water storage projects. The bond allocated \$3 billion to maximize achievement of those benefits. The CWC also reviews and approves proposed special projects grants for Delta levees.

Strengths and Accomplishments

- Approved Strategic Plan and Mission Statement.
- Approved regulations regarding urban water conservation and agricultural water use measurement.
- Advanced discussion on public benefits of water storage.
- Coordinates effectively with the Department of Water Resources and others regarding the California Water Plan, climate change, and natural resource protection.
- Supported efforts to recruit and maintain skilled workforce for the State Water Project.
- Initiated survey of local and regional water storage projects.

Challenges and Areas for Improvement

- Maintain an active leadership role in advancing surface and groundwater storage to achieve multiple benefits.
- Enhance efforts to identify and recommend governance and administrative improvements to ensure effective and efficient operation of the State Water Project.

Figure 3-12. California Water Commission Performance Summary

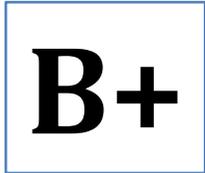
Recommendations and Observations

The Delta Vision Foundation recommends the following actions to improve the effectiveness of the California Water Commission in implementing the actions in the *Delta Vision Strategic Plan* and subsequent legislation.

1. Continue public engagement and seek independent analysis to assure creativity and applicability of public benefits criteria.
2. Provide guidance and recommendations to the Department of Water Resources storage investigations and Delta Stewardship Council regarding quantifying public benefits of storage and developing performance measures for the *Delta Plan*.
3. Continue assessment and recommendations to address operations and maintenance staffing issues for the State Water Project.

Performance Scale
Excellent
Good
Fair
Poor
Inadequate
No Information

Office of Emergency Services (formerly Emergency Management Agency)



Overview

The Office of Emergency Services improves safety and preparedness for all Californians. The agency protects lives and property by preparing for, preventing, responding to, and recovering from crimes, hazards, and emergencies.

Strengths and Accomplishments

- Completed Delta Multi-Hazard Task Force Report.
- Continuing coordination of Delta emergency response planning through the Delta Working Group.
- Preparing *Northern California Catastrophic Flood Response Plan*.

Challenges and Areas for Improvement

- Need to complete *Northern California Catastrophic Flood Response Plan* and conduct exercises.
- Increase coordination with the Department of Water Resources regarding flood response planning to assure consistency of plans and streamlined efforts to fill gaps.

Performance Scale
Excellent
Good
Fair
Poor
Inadequate
No Information

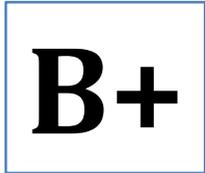
Recommendations and Observations

The Delta Vision Foundation recommends the following actions to improve the effectiveness of the Office of Emergency Services in implementing the action in the *Delta Vision Strategic Plan* and subsequent legislation.

1. Ensure that seismic events are considered and appropriate response and recovery measures are identified in the *Northern California Catastrophic Flood Response Plan*. Include independent review of risks and consequences.
2. Complete the Memorandum of Understanding (or equivalent) with the Federal Emergency Management Agency regarding flood response and recovery commitments and agreements.
3. Increase regional emergency management coordination with the Department of Water Resources, Delta Protection Commission, and Delta counties to align response planning, identify gaps, and implement corrective actions.
4. Prepare an annual report on the progress of implementing the Delta Multi-Hazard Task Force Report recommendations.
5. Prepare a five-year plan of exercises and drills for the Delta.

Figure 3-13. Emergency Management Agency Performance Summary

Central Valley Flood Protection Board



Overview

The Central Valley Flood Protection Board (CVFPB) oversees and grants permits related to levees that are part of the State Plan of Flood Control (project levees) in the Central Valley. The CVFPB is also the approving entity for the *Central Valley Flood Protection Plan (CVFPP)* prepared by DWR as directed by the Legislature in 2008.

Strengths and Accomplishments

- Approved *Central Valley Flood Protection Plan (CVFPP)*.
- Coordinated effectively with the Delta Stewardship Council regarding the *Delta Plan* and Delta levee investment priorities.
- Coordinating, with the Department of Water Resources, six regional planning efforts to prioritize local and regional actions.

Challenges and Areas for Improvement

- Continue coordination and clarify responsibilities in Delta levee investment priorities.
- Ensure continued coordination of flood management, ecosystem, and water supply benefits, particularly regarding floodplain management in the lower Sacramento River and lower San Joaquin River.

Performance Scale
Excellent
Good
Fair
Poor
Inadequate
No Information

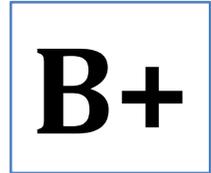
Recommendations and Observations

The Delta Vision Foundation recommends the following actions to improve the effectiveness of the Central Valley Flood Protection Board in implementing the action in the *Delta Vision Strategic Plan* and subsequent legislation.

1. Coordinate with the Delta Stewardship Council and Department of Water Resources to complete the Delta levees investment priorities.
2. Maintain coordination and provide progress reports to the Delta Plan Interagency Implementation Committee regarding planning and implementation of floodplain enhancements in the Sacramento and San Joaquin Rivers.

Figure 3-14. Central Valley Flood Protection Board Performance Summary

Department of Food and Agriculture



Overview

The Department of Food and Agriculture (CDFA) was established in 1919 to protect and promote California agriculture. CDFA promotes sustainable agriculture to increase water use efficiency and reduce water quality impacts. CDFA also protects California against invasive pests and plants.

Strengths and Accomplishments

- Completed Agriculture Vision 2030 in 2010.
- Coordinates agricultural issues with water supply and natural resources planning and implementation.
- Participates as member of the Delta Protection Commission and contributed to the *Delta Economic Sustainability Plan*.
- Coordinates with the Department of Fish and Wildlife and others to manage invasive species in the Delta.

Performance Scale
Excellent
Good
Fair
Poor
Inadequate
No Information

Challenges and Areas for Improvement

- Ongoing and additional efforts are needed to provide expertise, facilitate Federal participation and funding, and coordinate with the Delta Stewardship Council, Delta Protection Commission, and Delta Conservancy on agricultural enhancement and innovation in the Delta.
- The Agriculture Vision 2030 provides a solid basis for the statewide future for California agriculture. Additional, specific regional objectives and needs would help identify actions the Delta, Sacramento Valley, San Joaquin Valley, and other areas that rely on the Delta for irrigation water.

Recommendations and Observations

The Delta Vision Foundation recommends the following actions to improve the effectiveness of the Department of Food and Agriculture in implementing the actions in the *Delta Vision Strategic Plan* and subsequent legislation:

1. Continue and expand efforts to provide expertise, facilitate Federal participation and funding, and coordinate with the Delta Stewardship Council, Delta Protection Commission, and Delta Conservancy on agricultural enhancement and innovation in the Delta.
2. Increase regionalization of the Agriculture Vision 2030 to identify regional needs to sustain agriculture in the Delta, Sacramento Valley, San Joaquin Valley, and other areas that rely on the Delta for irrigation water.

Figure 3-15. Department of Food and Agriculture Performance Summary

Science Programs

B+

Overview

Numerous science programs contribute to the research and body of knowledge of the Delta ecosystem, water quality, and flows. These programs include:

- The DSC Delta Science Program (DSP).
- The Independent Science Board (ISB).
- The Interagency Ecological Program (IEP) (primarily focused on aquatic habitat and species).
- The California Water Quality Monitoring Council (Monitoring Council).

Additional research and monitoring is conducted by a variety of organizations, including State and Federal agencies, State and Federal water contractors, and academic institutions. Also, the National Academy of Sciences (NAS) and the National Research Council (NRC) provide independent science reviews.

Performance Scale
Excellent
Good
Fair
Poor
Inadequate
No Information

Strengths and Accomplishments

- Independent reviews provide high value and are increasingly requested by agencies and programs.
- Improved alignment of science programs with policy issues.
- Increased focus on pilot projects, particularly in water operations and fish protection.
- Completed *Delta Science Plan* to improve coordination, collaboration, and synthesis; refocused resources to address these priority needs.
- Initiated collaborative science program in the south Delta.
- Engineering expertise added to Independent Science Board.

Figure 3-16. Science Programs Performance Summary

Challenges and Areas for Improvement

- Continued work needed to align fragmented science programs and resources and to define and right-size adaptive management for programs and projects.
- Additional guidance is needed from science programs to define performance metrics to measure progress towards the Two Co-Equal Goals and the Delta as an evolving place.

Recommendations and Observations

The Delta Vision Foundation recommends the following actions to improve the effectiveness of the science programs for the Delta.

1. Accelerate policy alignment and coordination of Delta monitoring, research, and synthesis regarding flows, water quality, habitat, and species; coordinate policy/science issues with Delta Plan Interagency Implementation Committee.
2. Work with responsible agencies to identify, recommend, prioritize, and implement specific pilot projects (restoration, operational changes, etc.) to test hypotheses, measure changes, apply adaptive management, and report results.
3. Participate in and conduct independent review of Delta Stewardship Council performance measurement development.
4. Provide guidance to the *Bay Delta Conservation Plan* and other projects on the design and structure of effective adaptive management programs.

Other State Agencies with Implementation Responsibilities

Several other State agencies have important implementation responsibilities to achieve the goals in the *DVSP*. These State agencies include the following:

- Business, Transportation and Housing Agency (BTH)
 - Department of Transportation (Caltrans)
- Department of Parks and Recreation (DPR)
- State Lands Commission (SLC)

The Delta Vision Foundation has not yet evaluated these agencies. Future progress reports and report cards will assess the leadership and effectiveness of these agencies in implementing the *DVSP*.

Federal Agency Leadership and Cooperation

Overview

Leadership and cooperation from the Federal agencies with management responsibility and/or regulatory authority for the Delta are critical for the long-term success of the *DVSP*. Historically, the advancement of solutions in the Delta has occurred when the State of California and the Federal Government have worked in a close partnership that focuses on finding workable solutions. This section provides a brief overview and assessment of Federal actions, cooperation, coordination, and recommendations for improving the partnership between the State and Federal governments. The following agencies are discussed:

- Department of the Interior (DOI)
- U.S. Bureau of Reclamation (Reclamation)
- U.S. Fish and Wildlife Service (USFWS)
- Department of Commerce (DOC), National Marine Fisheries Service (NMFS)
- U.S. Environmental Protection Agency (USEPA)

Federal law now incorporates the Two Co-Equal Goals. The Federal Energy and Water Development Appropriations Act of 2012 [Title II of the Consolidated appropriations Act of 2012 (PL 112-074)] contains, in pertinent part, the following:

The Federal policy for addressing California's water supply and environmental issues related to the Bay-Delta shall be consistent with State law, including the coequal goals of providing a more reliable water supply for the State of California and protecting, restoring, and enhancing the Delta ecosystem...Nothing herein modifies existing requirements of Federal law. (Section 205)

In February 2014, the Department of the Interior, Department of Commerce, Army Corps of Engineers, Environmental Protection Agency, and Department of Agriculture released a joint paper, *Federal Investments for the California Bay-Delta Region*. The paper describes the roles of the agencies and existing Federal programs and policies to contribute to achieving the Two Co-Equal Goals for the Delta. The paper supports a comprehensive, "holistic" approach of Federal investment to be conducted in partnership with the State of California, consistent with the Delta Vision Strategic Plan. The paper concludes, "Even as work continues on the BDCP, however, it is important to emphasize that the Federal government joins with the state of California in recognizing that additional steps are needed to secure California's water future. That is why the federal government is continuing its work on broader-based initiatives to conserve water, improve water quality, address invasive species issues (including predators), restore habitat, and improve levee integrity. Likewise, the federal government remains focused on short-term measures to improve water supplies and ecosystem health."

Department of the Interior

C

Overview

The Department of the Interior (DOI) is a lead agency for Federal participation in Delta solutions. DOI is the parent agency for the Bureau of Reclamation, U.S. Fish & Wildlife Service, and U.S. Geological Service, each of which is involved in Delta issues.

Strengths and Accomplishments

- Good leadership to coordinate Federal involvement and coordination.
- Active participation in BDCP planning and biological opinions.
- Advancing efforts to implement multi-species approach to Delta management.
- Coordinates effectively with stakeholders.

Challenges and Areas for Improvement

- New leadership.
- Need action plan, aligned with the Governor, to bring into line State and Federal actions.
- Need better communication and reporting to Capitol Hill.
- Needs to link storage and conveyance to increase water management flexibility.
- Proposed BDCP governance structures are inadequate to ensure independent oversight, integration with other activities, and public accountability.
- Little or no action to advance near-term actions and continue evaluation of other actions to improve Delta hydrodynamics and fish protection.

Recommendations and Observations

The Delta Vision Foundation recommends the following actions to enhance the effectiveness of the Department of the Interior in achieving consistency with the *Delta Vision Strategic Plan* and subsequent legislation.

1. Provide policy direction and analysis of how Central Valley water management systems can be operated and improved to capture more water in wet years and divert less in dry years to achieve the Two Co-Equal Goals; coordinate this effort with the Governor of California.
2. Continue commitment of senior leadership to Delta Plan Interagency Implementation Committee; assume a leadership role in developing the work plan, schedule, and public accountability for linked, integrated implementation.
3. Work with the State and stakeholders to develop meaningful commitments and linkages to ensure integrated solutions, including water use efficiency, regional water management, water storage, conveyance, habitat restoration, levee improvements, and flood management.
4. Complete feasibility studies and environmental reviews of surface storage projects and support State, regional, and local decision needs.

Performance Scale
Excellent
Good
Fair
Poor
Inadequate
No Information

Figure 3-17. Department of the Interior Performance Summary

Bureau of Reclamation



Overview

The Bureau of Reclamation (Reclamation) manages the Federal Central Valley Project (CVP) in California. The CVP provides water to urban and agricultural users in Contra Costa County, the South Bay, and the Central Valley.

Strengths and Accomplishments

- Strong leadership and coordination of federal participation in BDCP and biological opinions.
- Active participation in BDCP planning and actions to implement biological opinions.
- Completed and released draft Feasibility Reports and/or EIS's for Shasta and Temperance Flat storage projects.
- Improved coordination with local community in Yolo Bypass.
- Supports improved science and monitoring through the Interagency Ecological Program and collaborative science in south Delta.

Performance Scale
Excellent
Good
Fair
Poor
Inadequate
No Information

Challenges and Areas for Improvement

- Needs to improve integrated analysis and linkages among storage and conveyance projects.
- Needs to expand support for and provide necessary analyses for local decision-making on storage projects.
- Stalled on Franks Tract analysis and other Delta improvements.

Recommendations and Observations

The Delta Vision Foundation recommends the following actions to enhance the effectiveness of the Bureau of Reclamation in achieving consistency with the *Delta Vision Strategic Plan* and subsequent legislation.

1. Provide policy direction and analysis as to how Central Valley water management systems can be operated and improved to capture more water in wet years and divert less in dry years to achieve the Two Co-Equal Goals; coordinate this effort with Federal and State agencies.
2. Continue commitment of senior leadership to Delta Plan Interagency Implementation Committee; assume a leadership role in developing the work plan, schedule, and public accountability for linked, integrated implementation.
3. Work with the State and stakeholders to develop meaningful commitments and linkages to ensure integrated solutions, including water use efficiency, regional water management, water storage, conveyance, habitat restoration, levee improvements, and flood management.
4. Complete feasibility studies and environmental reviews of surface storage projects and support State, regional, and local decision needs.

Figure 3-18. Bureau of Reclamation Performance Summary

U.S. Fish & Wildlife Service

B-

Overview

The U.S. Fish & Wildlife Service (USFWS) works with the State to conserve, protect, and enhance fish, wildlife, plants, and their habitats. USFWS implements federal laws to protect and enhance populations and habitats for threatened and endangered species.

Strengths and Accomplishments

- Strong, committed leadership coordinating effectively with State and federal agencies
- Capable staff dedicated to BDCP planning, biological opinions, and science programs.
- Managing staff to maintain focus with reduced budgets.
- Continued support and coordination to advance the Ecosystem Restoration Program (ERP) and implement the Central Valley Project improvement Act.

Performance Scale
Excellent
Good
Fair
Poor
Inadequate
No Information

Challenges and Areas for Improvement

- Continue to improve policy, management, and staff alignment.
- Need resources and coordinated decision-making to resolve key issues for BDCP.
- Need leadership commitment and resources to engage in water storage planning for ecosystem needs.

Recommendations and Observations

The Delta Vision Foundation recommends the following actions to enhance the effectiveness of the U.S. Fish & Wildlife Service in achieving consistency with the *Delta Vision Strategic Plan* and subsequent legislation.

1. Provide policy direction and support analysis of how Central Valley water management systems can be operated and improved to capture more water in wet years and divert less in dry years to achieve the Two Co-Equal Goals; coordinate this effort with Federal and State agencies.
2. Continue commitment of senior leadership to Delta Plan Interagency Implementation Committee; assume a leadership role in developing the work plan, schedule, and public accountability for linked, integrated implementation.
3. Work with the State and stakeholders to develop meaningful commitments and linkages to ensure integrated solutions, particularly linking habitat restoration, water management operations, and infrastructure to increase management flexibility.
4. Support and accelerate near-term restoration, ERP actions, and pilot projects; support the Delta Restoration Network.
5. Participate in efforts to identify and develop water storage and retention projects to improve ecosystem function.

Figure 3-19. U.S. Fish & Wildlife Service Performance Summary

National Marine Fisheries Service

B-

Overview

The National Marine Fisheries Service (NMFS) develops, manages, and regulates activities to protect and enhance salmon and steelhead populations in California.

Strengths and Accomplishments

- Strong leadership, management, and coordination with other fisheries agencies to align strategies and actions.
- Managing staff to maintain focus with reduced budgets.
- Improved strategies and leadership for science collaboration.
- Advanced salmon recovery plan and salmon lifecycle model.

Challenges and Areas for Improvement

- Need to advance resolution of issues and support decision-making regarding BDCP.
- Need to monitor effectiveness of collaborative science, refine as necessary, and apply as model in other areas.

Performance Scale
Excellent
Good
Fair
Poor
Inadequate
No Information

Recommendations and Observations

The Delta Vision Foundation recommends the following actions to enhance the effectiveness of the National Marine Fisheries Service in achieving consistency with the *Delta Vision Strategic Plan* and subsequent legislation.

1. Provide policy direction and support analysis of how Central Valley water management systems can be operated and improved to capture more water in wet years and divert less in dry years to achieve the Two Co-Equal Goals; coordinate this effort with Federal and State agencies.
2. Continue commitment of senior leadership to Delta Plan Interagency Implementation Committee; assume a leadership role in developing the work plan, schedule, and public accountability for linked, integrated implementation.
3. Work with the State and stakeholders to develop meaningful commitments and linkages to ensure integrated solutions, particularly linking habitat restoration, water management operations, and infrastructure to increase management flexibility.
4. Support and accelerate near-term restoration, ERP and Recovery Plan actions, and pilot projects; support the Delta Restoration Network.
5. Participate in efforts to identify and develop water storage and retention projects to improve ecosystem function.

Figure 3-20. National Marine Fisheries Service Performance Summary

U.S. Environmental Protection Agency

B-

Overview

The U.S. Environmental Protection Agency (USEPA) protects human health and the environment. In the Bay-Delta system, USEPA's focus is particularly on water quality and water related habitats through oversight and enforcement of the Clean Water Act and the Safe Drinking Water Act. USEPA also has a review and oversight role in major environmental reviews under the National Environmental Policy Act.

Strengths and Accomplishments

- Developed coordinated strategy for Bay-Delta, focused on water quality and habitat.
- Improved coordination with the State Water Board.
- Actively engaged in the Regional Monitoring Program and Interagency Ecological Program.

Challenges and Areas for Improvement

- Need resources and follow-through to implement.
- Support continued improvement in monitoring and reporting programs.
- Provide oversight and support for *Bay-Delta Water Quality Control Plan*.

Recommendations and Observations

The Delta Vision Foundation recommends the following actions to enhance the effectiveness of the U.S. Environmental Protection Agency in achieving consistency with the *Delta Vision Strategic Plan* and subsequent legislation.

1. Provide policy direction and support analysis of how Central Valley water management systems can be operated and improved to capture more water in wet years and divert less in dry years to achieve the Two Co-Equal Goals; coordinate this effort with Federal and State agencies.
2. Continue commitment of senior leadership to Delta Plan Interagency Implementation Committee; assume a leadership role in developing the work plan, schedule, and public accountability for linked, integrated implementation.
3. Work with the State and stakeholders to develop meaningful commitments and linkages to ensure integrated solutions, particularly linking water quality protection, habitat restoration and enhancement, water management operations, and infrastructure to increase management flexibility.
4. Support and accelerate near-term water quality protection actions and pilot projects in the Delta.
5. Continue support for coordinated monitoring and reporting.

Performance Scale
Excellent
Good
Fair
Poor
Inadequate
No Information

Figure 3-21. U.S. Environmental Protection Agency Performance Summary

Stakeholder Cooperation

The issues, ideas, and information about the Bay-Delta are of deep interest to people and non-governmental organizations across the state—those that seek change and those that may be affected by it. At the same time, the positions and interests of these stakeholders influence action and progress toward the Two Co-Equal Goals by the State and Federal elected officials and agencies. Constructive cooperation, alignment, and support among the diverse interests who care about the Delta are critical for success. Based on strong efforts by many parties to forge consensus, but tempered by the reluctance of some parties to engage in meaningful discussions to identify funding, commitments, and assurances to build trust, DVF retained the 2013 grade, “B-,” for 2014.



Since completion of the *DVSP* and passage of the 2009 water legislation, cooperation among stakeholders has become even more important. This cooperation is essential in developing and implementing workable solutions that meet multiple objectives. In the past three years, several significant collaborative efforts have emerged from stakeholders.

1. The Partnership for the San Joaquin Valley and the Delta Counties Coalition (12 counties total) have been working together for several years to identify projects and programs that would collectively serve the needs of these 12 counties. The groups have assembled a list of 17 projects that should move forward and 5 projects that warrant further discussion and development.
2. Stakeholders representing diverse interests convened discussions to identify “Delta projects we can all agree on.” DWR contributed funding for facilitation of six meetings. During those six meetings, stakeholders and agencies submitted more than 50 projects for consideration. Through the discussions, stakeholders identified 43 projects that should advance in their respective planning processes and were supported by 37 signatories representing the informal Coalition for Delta Projects. An additional 10 projects have been submitted for consideration by the group.
3. The Delta Conservancy initiated a “Delta Dialogues” process. This process brought together high-level stakeholders representing Delta interests, water users within and south of the Delta, non-governmental organizations, and agencies for discussion focused on developing better shared understanding and trust among the interests.
4. The Association of California Water Agencies convened its membership to develop consensus on a *Statewide Water Action Plan* that supports an integrated approach to California’s water challenges, including the Delta.
5. Landowners, local government, State and Federal agencies, water contractors, and other organizations have improved collaboration, initiated pilot projects, and advanced long-term floodplain planning and permitting processes in the Yolo Bypass.

These efforts demonstrate the importance stakeholders place on working together to resolve issues and advance solutions and their willingness to participate in constructive dialogue. Each of these efforts has been initiated and motivated by individuals and organizations outside of the State and Federal Governments, which demonstrates one or both of two concerns: (1) the State and Federal Governments are not implementing the best processes to discuss, resolve, decide, and act on solutions; and/or (2) the State and Federal Governments are not advancing programs and projects that are workable or supportable.

When DVF released the *2013 Delta Vision Report Card*, stakeholders of diverse perspectives asked the DVF Board of Directors to help convene stakeholder discussions of an integrated approach to Delta issues. Over the past year, DVF has convened various stakeholder forums to discuss and support an integrated approach. These forums have resulted in agreement among some stakeholders on a set of principles for an integrated approach and concurrent implementation (see page 3-30). However, stakeholder positions remain

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entrenched, particularly around issues of Delta conveyance, the sequence of actions, and appropriate commitments and linkages to ensure implementation of a comprehensive plan.

As noted previously, the continual repetition of the same positions and proposals has delayed action. The DVF notes that there is no forum or process for considering, addressing, and resolving these big issues and lawsuits remain the mechanism of choice to advance stakeholder interests and stop action. The lawsuits cost time and resources that would be better spent developing science and workable solutions. These actions express a fear that conditions will worsen and a frustration with the slow pace and repetitive discussions that impede action.

Stakeholders and State and Federal agencies need new mechanisms for increasing understanding, clarifying issues, identifying solutions, and developing agreements. The DVF notes that there is no forum or process for considering, addressing, and resolving these big issues. As shown with the examples above, stakeholder leadership and cooperation can lead efforts to resolve differences. Cohesive, facilitative leadership by State and Federal agencies is also critical for framing constructive discussion. Leaders from all stakeholder communities must come forward and identify workable long-term solutions that achieve multiple benefits. They must work with other interests to get them done.

Stakeholder leadership is needed to make these a reality so California can achieve the Two Co-Equal Goals while protecting and enhancing the Delta as an evolving place.

Recommendations and Observations

The Delta Vision Foundation recommends the following actions to improve the leadership and constructive cooperation of stakeholder interests in supporting the Two Co-Equal Goals and implementing the actions in the *Delta Vision Strategic Plan*.

1. Reinvigorate the Coalition for Delta Projects and continue the “12 Counties Coalition” to accelerate near-term actions and provide recommendations and momentum to the Delta Plan Interagency Implementation Committee.
2. Establish a multi-interest stakeholder discussion of core issues of Delta and regional water management and investment, habitat restoration, Delta levees, and the commitments and assurance necessary to achieve the Two Co-Equal Goals while protecting and enhancing the Delta as an evolving place.
3. Support and participate in work groups of the Delta Plan Interagency Implementation Committee on key topics to resolve issues and advance implementation. Work with agency staff, Delta science programs, and other stakeholders to develop work plans, schedules, and public accountability for linked, integrated implementation.
4. Commit to and develop strategies for collaboration, alternative dispute resolution, and arbitration on key issues and conflicts.

California Water Fix Coalition Points of Agreement

The following are the agreements that form the basis of the policy and action recommendations embodied in the Water Fix Policy Paper, a set of recommendations to advance the *California Water Action Plan* for important actions for the Delta, including regional water management and efficiency, headwaters management, storage, conveyance, habitat restoration, and levees and floodplains. The agreements were developed and supported by a diverse group of Delta interests, including: water users upstream, in, and downstream of the Delta; leaders in the Delta counties, environmental interests, and civic leaders in the San Joaquin Valley.

1. California precipitation, averaged over a long-term period, provides sufficient water to meet reasonable needs for drinking water, ecosystem protection, and economic uses. The problem is that precipitation is highly variable year-to-year and current infrastructure is unable to capture available surpluses in wetter periods to help carry the state through drought.
2. The water resources of the state, including surface and groundwater, need to be managed more efficiently and in a more integrated way to achieve multiple benefits. California's aquatic ecosystems are highly stressed and/or collapsing, in part due to flow alteration, loss of physical habitat, introduction of non-native species, and pollution caused by human activity.
3. All parties want to achieve the co-equal goals, while protecting and enhancing the unique cultural, recreational, natural resource, and agricultural values of the Delta as an evolving place.
4. The current water system does not and cannot achieve the co-equal goals because it does not offer the flexibility to store water when it is abundant and move it to where it is needed when it is needed in a way that is consistent with the achievement of the co-equal goals. Improved water management and water use efficiency in all regions is necessary to help balance needs of the Delta.
5. Improved Delta conveyance alone will not address the co-equal goals; a comprehensive plan of integrated actions is required to achieve them.
6. Moving water through the Delta is complex and highly controversial. All of us agree that the status quo on conveyance is not sustainable. Some of us think that Improved Through-Delta Conveyance alone can be the solution. Others of us conclude that Dual Conveyance, which includes both Through-Delta Conveyance and a new isolated component, is necessary. To resolve the longstanding conflicts regarding conveyance, measures to improve through-Delta conveyance and investments in new storage to improve flexibility of water operations and water management should be pursued expeditiously while dual conveyance continues through its decision process.
7. Improved water management and a sustained commitment to continuous improvement in water use efficiency in all regions are necessary to increase system flexibility and reduce conflicts resulting from scarcity.
8. Protection and enhancement of headwaters areas is needed to increase retention, contribute to system flexibility, and adapt to climate change.
9. It is vitally important that the proposed system solution consider the economic interests of every affected region and costs are allocated based on the benefits received, including general public benefits, e.g., environmental enhancement and meeting drinking water needs of disadvantaged communities.
10. Any solution to achieve the co-equal goals must be developed consistent with the public trust, state and federal environmental requirements, water rights, and area of origin protections.

Section 4

Status of the Two Co-Equal Goals

Assessment of Co-Equal Goals

Previous sections describe the progress of implementing the *Delta Vision Strategic Plan (DVSP)* and the leadership, effectiveness, and cooperation of State and Federal agencies responsible for implementation and stakeholders who support and influence action. The actions and behaviors are valuable as meaningful “inputs” to achieving the Two Co-Equal Goals, but the most important aspect of implementing the *DVSP* is achieving actual results and “outcomes” that improve conditions in the Delta and for the people, businesses, habitats, and species that depend on the Delta and a reliable water supply.

Since the *DVSP* was released in 2008, there has been little progress in developing and implementing outcome performance measures for the Two Co-Equal Goals and Delta as place. In spite of clear direction in the 2009 water legislation that the *Delta Plan* should be based on performance management, the performance definitions for ecosystem restoration, water supply reliability, and Delta as place in the final *Delta Plan* are inadequate to guide decision-making and action. Further, the Delta Stewardship Council (DSC) deferred meaningful development and implementation of performance measures until after completing the *Delta Plan*. State and Federal agencies are developing improved biological goals and objectives for the *Bay Delta Conservation Plan*, which should guide much of the ecosystem restoration in the Delta.

Until outcome-based performance measures are in place for the important components of the *DVSP* or *Delta Plan*, the Delta Vision Foundation (DVF) reports on a simple measure of accomplishment for the Two Co-Equal Goals. DVF is most concerned about results that reduce the risk of failures or losses related the Delta ecosystem and water supply reliability. Failures or losses might include seismic events that disrupt the State and Federal water supply delivery system, the extinction of a species or loss of critical habitat, or substantial economic losses resulting from the inability of the water supply infrastructure to adapt to droughts, floods, sea level rise, or other changes in California’s weather and climate. Similar to wildfire risk, the DVF assessment of the status of the Two Co-Equal Goals describes the risk that substantial, undesirable outcomes could occur for California. The evaluation is based on the observations and perspectives provided by agency representatives, stakeholders, and others who provided input to DVF.

In 2013, DVF concluded, “the State of California is one earthquake, one extended drought, or one series of heavy spring storms away from catastrophic environmental and economic losses for the people and species that depend on the Delta.” In 2014, that drought is upon us.

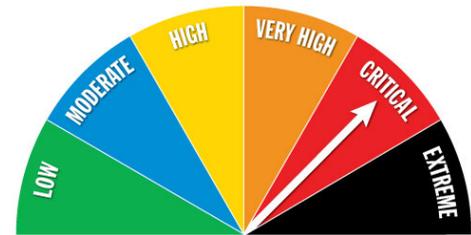
The Delta Vision Foundation concludes that the situation remains critical. Little has changed in the past five years to reduce the risks. In the *2013 Delta Vision Report Card*, DVF concluded “the State of California is one earthquake, one extended drought, or one series of heavy spring storms away from catastrophic environmental and economic losses for the people and species that depend on the Delta.” The 2014 drought is proving that out. In fact, current crisis conditions are a direct result of the lack of urgency and implementation since the 2008 *Delta Vision Strategic Plan*. California cannot afford to lurch from crisis to crisis. A severe flood or an earthquake would likely be more devastating to people and the environment. California must act now, on comprehensive, integrated actions, both near-term and long-term, to reduce risks for the ecosystem and economy. Effort alone is not sufficient; decisive action is needed.

Section 5 provides the Delta Vision Foundation “Five Overall Recommendations” for the State and other organizations working to achieve the Two Co-Equal Goals.

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Delta Ecosystem

The Delta ecosystem remains at critical risk of failure. Since the Delta Vision Task Force began its work in early 2007, substantial effort has been expended to develop the *DVSP*, implementing legislation, implementation guidelines, and project plans, including the *Delta Plan*, *Delta Economic Sustainability Plan*, *Delta Conservancy Strategic Plan*, *Central Valley Flood Protection Plan*, and public draft *Bay-Delta Conservation Plan*. While effort and attention on the Two Co-Equal Goals and plans to achieve them is commendable, there have been few “on-the-ground” changes to protect and restore the Delta ecosystem.

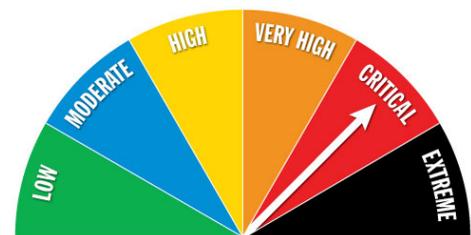


The court-ordered changes in export operations have provided some measure of protection for fish and habitat, but the risks to habitat and species are broader and more complex than water export operations alone. There is increased momentum for near-term restoration actions, particularly those that would increase floodplain habitat, but many of these projects have been planned for more than ten years without substantial implementation. Some tidal marsh restoration has been completed at Liberty Island and riparian habitat enhancement has been included in many Delta levee maintenance projects. There are several promising, collaborative efforts underway to conduct pilot tests of water operations and improve science for the delta smelt and salmon protections. These efforts are encouraging first steps toward adaptive management, but much more action is needed, now.

The scope and scale of necessary actions to restore and recover a functioning ecosystem in the Delta is substantial. Urgent action is needed. Habitat improvements of all types and revised water management strategies are needed. Additional pilot projects, with monitoring and performance evaluation, are needed immediately. Restoration projects on the drawing boards for 10 to 20 years must now move promptly into implementation and adaptive management. The core agencies (Department of Fish and Wildlife, Department of Water Resources, Delta Conservancy, and State and Federal Water Contractors Agency), along with Federal agencies and non-governmental organizations, and in coordination with local landowners, must develop an implementation focus through further collaboration to accelerate habitat restoration and demonstrate measurable improvements in ecosystem function.

Water Supply Reliability

The severity of the 2014 drought demonstrates that water supply reliability statewide also remains at critical risk of failure (the drought is also affecting important aquatic habitats and species). Just three years after the wet 2011 water year, snowpack and some reservoirs are at historic lows, and agricultural allocations are extremely low, stressing groundwater supplies, which are already overdrafted in many areas. These wet-dry year cycles demonstrate the inadequacy of California water management and need for infrastructure and operational improvements.



Pumping restrictions to protect delta smelt and other species further highlight the facilities and operational constraints in the system. In spite of decades of recognition that California water infrastructure is inadequate to meet the needs of families, fish, farms, and factories, few significant actions have improved the long-term reliability of water supplies from the Delta, on which much of California depends. California’s water supply system still lacks the flexibility to adapt to variable precipitation and meet the needs of people and the environment.

The complexity and challenge of increasing flexibility and security in the State water supply system is daunting. As with ecosystem restoration, the urgency for action cannot be understated. Increasing the flexibility to

capture more water in wet years and make it available where needed in dry years requires substantial planning and investment, which has taken decades. Storage studies have released several evaluation documents, but decisions are elusive. Long-term conveyance and storage studies must be integrated to identify workable solutions that increase water availability and storage for people and the economy in wet years and leave water in the Delta and its tributaries for fish and habitat in dry years. Design, implementation, and testing of through-Delta conveyance and Delta water quality improvements have stopped completely. Concerted, focused action is needed to finalize and implement interim actions. Regional water management planning and implementation must continue as a collaborative effort between the State and local government, with consideration of and linkage to improved water management flexibility for the Delta. Long-term funding for both infrastructure investment and water management is needed now.

Integrated regional water management and water use efficiency requirements are increasing local and regional action to manage water more effectively. Over time, these actions will help improve regional water supply reliability, but actions must be linked to statewide objectives and demonstrate reduced reliance on the Delta watershed. Immediate action is still needed to improve drought contingency planning, streamline water transfer procedures, and implement other urgent water management actions. Design, implementation, and testing of through-Delta conveyance and Delta water quality improvements have stopped completely. Concerted, focused action is needed to finalize and implement these interim actions. Regional water management planning and implementation must continue as a collaborative effort between the State and local government because it has proven to be the most effective means for developing water supply flexibility. Long-term funding for both infrastructure investment and water management is needed now.

Comprehensive, Integrated Approach

The *DVSP* described a comprehensive set of integrated and linked goals, strategies, and actions to achieve the Two Co-Equal Goals. Many of the actions will take decades to implement, but to be successful, the State, Federal agencies, water users, and stakeholders must advance the Two Co-Equal Goals by maintaining the linkages among actions in planning and implementation, now and in the future.

In the five years since the *DVSP*, the State and stakeholders lost sight of the comprehensive approach and focused attention on just two components of a comprehensive approach—Delta habitat restoration and conveyance, to be implemented through the *Bay Delta Conservation Plan*. At the same time, the Delta Stewardship Council prepared the *Delta Plan*, but deferred critical issues and actions, such as explicit objectives and performance measures for healthy ecosystem function and water supply reliability, Delta levee investment priorities, near-term actions, and the Delta Plan Interagency Implementation Committee.

The current drought crisis demonstrates the consequences of this combined narrow focus and action deferral. The water management system does not have the flexibility to meet the needs of people and the environment, just three years after a wet year. The responses to the drought

conditions may further undermine the trust that is so critical for advancing actions to achieve the Two Co-Equal Goals. The premise of capturing more water in wet years and reducing demand on the Delta watershed in dry years as the means to achieve the Two Co-Equal Goals depends on consistent, reliable constraints on diversions in dry years and water management facilities to capture, move, and store supplies in wet years. California is not prepared for either continued drought conditions or more extreme wet conditions.

Without leadership, commitments, accountability, and action, the State and stakeholders will remain in the endless do-loop of plan, approve, sue, and plan again.

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The core components of a comprehensive, integrated program to achieve the Two Co-Equal Goals while protecting and enhancing the Delta as an evolving place were well described in the *Delta Vision Strategic Plan* and are now outlined in the *Delta Plan* and *California Water Action Plan*:

Water Use Efficiency – An aggressive commitment to improve water use efficiency and develop alternate water supplies statewide to reduce reliance on the Delta watershed for future water supplies.

Integrated Infrastructure – Investment and action in both “green” and “gray” infrastructure to increase water management flexibility and resiliency for the ecosystem and the economy.

- Enhanced watershed management
- Increased surface and groundwater storage
- Improved Delta conveyance
- Extensive habitat restoration
- Improved Delta levees and floodplains

Coordinated Operations and Management – Consistent implementation of a reliable, adaptive, system-wide, ecosystem approach for operating and managing facilities and natural resources to achieve the Two Co-Equal Goals.

To date, the plans and policies for implementing these core components have not effectively linked performance, monitoring, and accountability. Without leadership, commitments, accountability, and action, the State and stakeholders will remain in the endless do-loop of plan, approve, sue, and plan again. State and Federal agencies and stakeholders must refocus efforts to develop policies, assurances, and commitments that link actions and incentive performance to achieve the Two Co-Equal Goals while protecting and enhancing the Delta as an evolving place.

Delta levee improvements are not planned and implemented to protect both local resources and critical statewide infrastructure. Coordination is improving among efforts to develop Delta flow objectives, complete the *Bay Delta Conservation Plan*, and implement the *Delta Plan*, but integration and linkages are not developed. Storage and conveyance plans are not integrated and linked to develop the most effective and efficient infrastructure. Near-term actions to advance the Two Co-Equal Goals are largely ignored, rather than implemented in a way that links to and supports long-term solutions. Success in these and other areas is impossible without leadership from the Governor’s Administration and Legislature to reinforce integration and provide near-term and long-term funding to balance public benefits and beneficiary pays.

Section 5

Conclusions and Recommendations

Introduction

The *Delta Vision Strategic Plan (DVSP)* recommended a comprehensive set of integrated and linked actions to achieve the Two Co-Equal Goals: (1) Restore the Delta Ecosystem; and (2) Ensure Water Supply Reliability. It also underscored a sense of urgency for action and implementation. Since the *Delta Vision Strategic Plan* was completed in 2008, the Legislature approved, and the Governor signed into law, a landmark package of water bills to revise governance of Delta issues and refocus State agencies on addressing the complex, interrelated problems of the Delta. The Delta Vision Foundation (DVF) monitors the progress of efforts to implement the recommendations included in the *Delta Vision Strategic Plan* and the requirements of the 2009 water legislation and other laws.

The Delta Vision Foundation openly and widely invited input from agencies, stakeholders, and the public to gather information in formulating this Report Card. DVF staff requested self-evaluations from directors and chairs of 20 Federal and State agencies, boards, commissions, and councils with important planning, oversight, and implementation responsibilities in the Delta. Staff also conducted interviews with stakeholders, agency staff, and members of the public to gather information and perspectives on progress and accomplishment. The DVF online survey was also distributed to approximately 1,200 people working on or interested in Delta issues. To recognize and honor the time and expertise that all of the participating individuals contributed to the development of this *2014 Delta Vision Report Card*, assessments, input and results are summarized in the Appendices, which are available on the DVF website.

Conclusions

The Delta Vision Foundation identified the following overall conclusions about efforts to achieve the Two Co-Equal Goals while protecting and enhancing the Delta as an evolving place. Three conclusions continue to offer hope for the State's ability to address the complex Delta problems that have defied solution for decades.

The Two Co-Equal Goals influence discussion and decision-making across all organizations. Establishing the Two Co-Equal Goals as State policy and now as Federal policy for California has reshaped the discussion of Delta problems. All participants are discussing the necessary integration of efforts to achieve the Two Co-Equal Goals while protecting and enhancing the Delta as an evolving place, the difficult tradeoffs in policy decisions, and the opportunities that can maximize accomplishment of these goals at the same time.

The level of effort and coordination remains impressive, major plans have advanced, and the Governor's Administration has worked diligently to break down silos and increase coordination. Across all agencies and organizations, there is an honest and sincere commitment to completing assignments, coordinating with other organizations, and identifying solutions to complex problems. The State has made significant strides in developing the major plans described in the *DVSP* and subsequent legislation—the *Delta Plan*, *Economic Sustainability Plan*, *Delta Conservancy Strategic Plan*, and *Central Valley Flood Protection Plan* are complete. The *Bay-Delta Conservation Plan* has released a public review draft and the State Water Board updates to the *Bay-Delta Water Quality Control Plan* are underway. The Governor has directed agencies to work across functions to solve problems, resulting in the *2014 California Water Action Plan*, a comprehensive agenda that embodies many of the integrated actions described in the *DVSP*. The Governor has also directed agency leadership to participate actively in the Delta Plan Interagency Implementation Committee, an important step in ensuring this group serves a meaningful role in implementing the *Delta Plan*. This commendable effort is underway at a time when State and Federal resources are declining and staffing levels are at critically low levels.

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Science programs are improving collaboration and increasing independent reviews. The Delta Science Program and other science efforts for the Delta have made significant strides to improve the quality, collaboration, and synthesis of science efforts, which are foundational to sound decision-making and effective action. The *Delta Science Plan* outlines a strategy for further coordination and alignment of science efforts on the critical issues facing policy makers and implementing agencies. Collaborative science efforts have begun as part of efforts to resolve disputes regarding the fish protection requirements for the State and Federal pumps in the south Delta.

However, as noted in Section 4, Co-Equal Goals, the status of the Two Co-Equal Goals both remain in critical condition, threatening California's environmental and economic future. The State, Federal agencies, and stakeholders have made little, if any, progress in reducing the risks to water supplies and the environment and resolving historic conflicts that have impeded progress. The 2014 drought highlights the inadequacy of California's water management system to meet the needs of people and the environment. The following are five factors that demonstrate the underlying reasons for the overall lack of progress and results. Unfortunately, four of these five causes for concern remain true after five years of effort.

The California Water Action Plan lacks action and accountability. In early 2014, the Governor's Administration released the *California Water Action Plan* as a coordinated approach for addressing California's water challenges. By its own admission, the Action Plan is "aspirational" and an "agenda" rather than an action plan. The plan lacks definition, responsibilities, schedules, funding, and accountability to assure progress and results. As a consequence of the drought crisis, efforts and funding are focused almost exclusively on immediate drought response needs, rather than the near-term and long-term actions that build a more resilient system for droughts, floods, earthquakes, climate change, and sea level rise. Taken together, the *Delta Plan* and the *California Water Action Plan* could be the State's strategy and action plan for achieving the Two Co-Equal Goals. However, five years after the *Delta Vision Strategic Plan* and the 2009 implementing legislation, both plans lack the necessary integration, performance management approach, funding strategies, implementation responsibilities, and effective stakeholder engagement to ensure success.

Near-term actions are stalled, even those with broad support. Planning and implementation of near-term actions to improve through-Delta conveyance, secure critical infrastructure, reduce fish impacts, protect water quality, and restore habitat have stalled. There are signs of encouraging momentum on some ecosystem restoration projects, but action on levee improvements, barriers, and screens to protect land uses, improve water quality and fish migration, and secure water supplies has deteriorated since 2012. Stakeholders have broadly supported dozens of Delta projects that should advance, but agencies have not responded with the focus and attention to get them done.

Performance outcomes are missing. Substantive development of performance outcomes has been deferred in favor of efforts to develop policies, facilities plans, and environmental reviews. Performance management is a critical element of State and Federal leadership to achieve long-term success. At the leadership level, the State and Federal Governments must develop and describe concise policy objectives for water supply reliability, ecosystem restoration, and Delta as place to align planning and action at all levels of government. This should be a priority activity of the Delta Stewardship Council and the Delta Plan Interagency Implementation Committee.

The State lacks focus and capacity for implementation. Across all relevant State agencies, the State does not have the capacity or experience to implement major water supply and ecosystem restoration projects. Planning, evaluation, regulations, and guidelines proceed, but on-the-ground implementation stalls. Near-term projects and streamlined permitting processes would build experience and capacity to implement. The State regulatory and implementing agencies must articulate a clear definition of their roles in implementation and where functions will be delegated to others to accelerate progress.

Important Delta programs are underfunded. Notwithstanding the accelerated release of State bond funds for drought relief, the Governor and the Legislature have failed to address funding needs for near-term actions and assignments. Near-term actions would address immediate needs and build capacity and relationships for future implementation. The 2014 water bond is an important component of a long-term investment strategy for the Delta, however additional discussions of funding and finance approaches for long-term plans is needed. The State relies too heavily on bond funds for planning, administrative, and oversight activities. Administration and oversight of existing bond funds should be streamlined so that those funds are distributed promptly to invest in actual improvements. Water users and taxpayers have resisted efforts to establish new funding sources, but stable, long-term funding is needed that balance statewide needs and local control, with appropriate assurances for efficiency.

Strong and decisive leadership is needed to re-energize the urgency for linked, integrated action reflected in the *Delta Vision Strategic Plan* and subsequent water legislation. Now is the time for the Governor and Legislature to define the actions, funding, and performance outcomes and guide the State agencies and stakeholders to integrate efforts and link implementation actions in a manner that will achieve the Two Co-Equal Goals. The Governor must provide the leadership and the Legislature must provide the resources to implement actions and linkages. Federal agencies and Congress must be active partners to help develop and implement workable solutions. The State and Federal Governments together must establish the forums and mechanisms to address and resolve the core conflicts that impede progress and action. Stakeholders must step up to foster the necessary, constructive dialogue to resolve conflicts and develop joint commitments.

Now is the opportunity to turn planning progress into integrated commitments, action, and results.

Overall Recommendations

Program, Process, Partnerships, Permitting, and Performance

Improving the conditions in the Delta to achieve the Two Co-Equal Goals, while protecting and enhancing the Delta as an evolving place is a complex, multi-faceted, “wicked” problem. For the past five years, legislators, agency leaders and staff, and stakeholders have been working diligently to advance many aspects of the *Delta Vision Strategic Plan*. The Governor’s Administration is to be commended for recent work to advance a *California Water Action Plan*, including many of the necessary actions for the Delta. However, the Delta Vision Foundation finds that additional focus and action are needed to improve and accelerate implementation and results. The current drought demonstrates the conflicts and consequences for both the economy and ecosystem if the State, Federal Government, and stakeholders do not work together to implement the right program, in the right way, with the right performance accountability.

Table 5-1 shows a comparison and status report on the “Five Overall Recommendations” from previous report cards. Beginning on page 5-5, the 2014 “Five Overall Recommendations” address the program, process, participation, permitting, and performance needed to establish a sustainable Delta and address the severe risks and crises on the horizon. The recommendations provide a roadmap for the State Administration, Legislature, Federal agencies, and stakeholders to act with the necessary urgency to advance the Two Co-Equal Goals while protecting and enhancing the Delta as an evolving place. Strong, visionary leadership is needed to establish the alignment, assurances, accountability, and action of State and Federal agencies in solving Delta challenges. That leadership must come from the Governor and Secretaries of the Department of the Interior (Interior) and Department of Commerce (Commerce). Further, the leaders must work with agency directors and stakeholders to develop the commitments and accountability to assure action, progress, and results that will endure through changes in administrations. The *2014 Delta Vision Report Card* also includes 106 specific recommendations regarding actions progress and organization leadership and effectiveness.

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Table 5-1. Comparison of Delta Vision Report Card Overall Recommendations

<i>2011</i>	<i>2012</i>	<i>2013</i>	<i>Current Status</i>
1 – Intensify Focus and Immediately Implement Near-Term Actions <ul style="list-style-type: none"> • Delegate to a leader and develop work plan. • Legislative oversight. • Implement 10 DVSP near-term actions. 	1 – Intensify Focus and Immediately Implement Near-Term Actions – Strategic Levee System	4 – Act Now to Build Implementation Capacity <ul style="list-style-type: none"> • Pick 5 or 6 near-term projects. 	<ul style="list-style-type: none"> • No near-term actions identified for focus and action. • Delta Plan Implementation Committee met for first time April 9. • Legislative oversight primarily on BDCP. • No action on levee system.
2 – Improve Coordination Among Agencies and Appointed Bodies <ul style="list-style-type: none"> • Establish Action Team (monthly). • Improve stakeholder input. 	3 – Improve Coordination Among Agencies and Appointed Bodies – State Action Team	1 – Align Strategies, Actions, and Agencies <ul style="list-style-type: none"> • Establish State Strategic Action Team • Define outcomes for 5 core strategies • Link 5 core actions 	<ul style="list-style-type: none"> • Internal coordination improved. • CA Water Action Plan developed, but lacks action and focus.
3 – Link Strategies and Actions for a Workable Solution <ul style="list-style-type: none"> • Operate facilities consistent with ecosystem restoration. • Optimize water use efficiency and management. • Link storage to conveyance. 	2 – Link Strategies and Actions for a Workable Solution – BDCP Plus <ul style="list-style-type: none"> • Through-Delta conveyance • Isolated conveyance • Habitat improvements • Storage • Regional self-sufficiency • Adaptive management 	2 – Assure Comprehensive Implementation <ul style="list-style-type: none"> • Define linkages for core strategies • Develop specific commitments (examples provided) 	<ul style="list-style-type: none"> • CA Water Action Plan developed. • No linkage discussions of any kind. • Little attention or progress on other core elements.
4 – Optimize the Value of Independent Science <ul style="list-style-type: none"> • Clarify issues. • Increase transparency. • Increase independent reviews. • Add engineering to ISB. 	4 – Optimize the Value of Independent Science – Pilot Projects		<ul style="list-style-type: none"> • Delta Science Plan developed. • Few pilot projects underway.
5 – Refine Funding and Financing Plan <ul style="list-style-type: none"> • Define Gov./Legislature action plan. • Define beneficiaries pay. • Prioritize needs. 	5 – Refine Funding and Financing Plan – Applying Beneficiary Pays		<ul style="list-style-type: none"> • Delta Plan discussion of substantive funding issues deferred for future action. • Extensive water bond discussions underway, generally consistent with beneficiaries pay.
		3 – Answer to the Public and Remain Accountable <ul style="list-style-type: none"> • Define Issues and Outcomes • Clarify institutional independence • Establish legislative and stakeholder oversight • Define performance metrics 	<ul style="list-style-type: none"> • Delta Plan Interagency Implementation Committee initiated. • Legislative oversight inadequate. • No effective stakeholder engagement and oversight. • No performance metrics established.
		5 – Resolve Key Issues and Refrain from Litigation <ul style="list-style-type: none"> • Identify top 10 issues • Promote joint fact-finding • Use alternative dispute resolution 	<ul style="list-style-type: none"> • No coordinated effort to identify top issues blocking progress. • No coordinated effort to resolve issues. • Improved collaborative science.

1. Program: Integrated System Approach

The cornerstone of the *Delta Vision Strategic Plan* is that it is a comprehensive set of integrated, linked actions to address the complex Delta issues, including both near-term and long-term actions. To date, planning and implementation has not reflected a similar comprehensive approach by the State and others. Near-term actions do not have the focus, leadership, funding, and action plans necessary to accelerate implementation and address immediate needs. High priority planning activities, such as levee investment strategies and funding and financing plans are barely beginning. Delta conveyance has been the sole focus of the Administration and certain water users. Surface and groundwater storage investigations are not integrated with Delta conveyance and operations. Delta levee improvements are not planned and coordinated with conveyance and water quality needs. Recently, the final *Delta Plan* and the *California Water Action Plan* begin to describe a more comprehensive strategy, but additional alignment, actions, schedules, and directed funding are needed to achieve results.

Near-term Actions. The Governor's Administration, in cooperation with the Delta Stewardship Council, Federal agencies, and stakeholders should immediately identify and develop a five-year action plan, with schedules and funding commitments, to complete high priority projects and pilot programs. High priority projects and pilot programs include: strategic levee investments to protect critical islands, water quality, water supply, and ecosystem function; immediate restoration of floodplain and tidal habitats; working landscapes; and physical and operational improvements for Delta water operations (barriers, fish screens, and diversion timing).

Long-term Actions. Within 12 months, the Governor's Administration, in cooperation with the Delta Stewardship Council, Federal agencies, and stakeholders should develop a work plan, schedule, responsibilities, and funding needs for completing the core components of the *Delta Vision Strategic Plan* and subsequent legislation by 2030. Core components include: Delta ecosystem restoration; substantial new surface and groundwater storage; improved Delta conveyance; and resilient Delta levees. The State must support efforts to integrate the analyses to demonstrate regional and system-wide benefits and achievement of the Two Co-Equal Goals.

2. Process: Concurrent Action and Accountability

The prioritization and sequencing of actions and programs is a significant source of conflict and inaction. Every interest group has a different preferred action that should proceed first and anxiety that resources dedicated to other actions will undermine their preferred actions. State and Federal agencies lack resources and capacity to lead, review, and implement major components of an integrated approach simultaneously. Comprehensive approaches as described in the *Delta Plan* and *California Water Action Plan* lack the actions, commitments, and assurances to convince skeptical interest groups and beneficiaries that results will be achieved in all areas.

State Leadership. The Governor's Administration must take the lead, in cooperation with the Delta Stewardship Council and Federal agencies, to develop and describe the concurrent actions and commitments to assure implementation of a comprehensive, integrated program. Wherever sequencing of actions is needed to address resource constraints, reliable commitments and assurances should be developed to ensure comprehensive implementation.

Resources for Action. Water users, other stakeholders, and the public must support additional resources and capacity for State and Federal agencies to provide effective leadership, oversight, and guidance for implementing the comprehensive plan. The agencies must be focused on decisions, actions, and results.

Accountability. Accountability mechanisms, in the form of reliable commitments, assurances, and transparency must be embedded in all aspects of implementation. Interest groups and water users must be accountable for statewide needs. Regulatory agencies must be accountable for actions and decisions using best available information. Implementing agencies must be accountable for efficiency and results. All parties must be accountable for assuring prompt progress and results to implement a comprehensive, integrated plan to address the Delta challenges.

3. Partnerships and Participation: State, Federal, and Local Collaboration

Effective, constructive working relationships in all arenas are critical for moving from planning and conflict to implementation and results. Unfortunately, in the last five years there are too many instances of agencies and interests undermining opportunities for constructive discussions and problem solving with predetermined conclusions, positional statements, or refusals to participate or consider alternate views and solutions. Everyone has done this. However, there are several encouraging signs. The Governor has directed and encouraged State agencies to work collaboratively across organizational lines and to participate fully in the Delta Plan Interagency Implementation Committee. The Association of California Water Agencies developed agreement across its diverse membership on a *Statewide Water Action Plan* as a comprehensive approach to California water issues and to support the Two Co-Equal Goals. The Delta Conservancy convened foundational discussions among agencies and stakeholders to explore interests, needs, and outcomes to build better understanding and working relationships. The Collaborative Science and Adaptive Management Program is advancing joint science to address key issues associated with the biological opinions for operating the Central Valley Project and State Water Project. These recent activities are encouraging, but additional work is needed to integrate these activities and make them meaningful.

State and Federal Agency Coordination and Collaboration. The Delta Plan Interagency Implementation Committee is a critical resource for fostering and demonstrating agency alignment and action and promoting public accountability. The Delta Stewardship Council, working with the other agencies, must establish a meaningful agenda for leadership coordination and problem-solving, including developing the work plan and responsibilities for implementing the relevant elements of the *California Water Action Plan*. The committee should meet monthly until that work plan is complete and at least quarterly thereafter.

Stakeholder Engagement and Public Accountability. State and Federal agencies have not encouraged or implemented robust and meaningful stakeholder and public engagement necessary to advance integrated, workable solutions and resolve conflicts. Public meetings and hearings are not sufficient for the complex challenges. Stakeholders from all perspectives are seeking meaningful engagement and problem-solving. State and Federal agencies must be the “honest brokers” to consider, address, and resolve stakeholder differences; or the courts will. Specifically, the Delta Plan Interagency Implementation Committee must charter work groups of agency staff, stakeholders, and scientists to develop and advance core components of comprehensive solutions such as ecosystem restoration through the nascent Restoration Network, water storage, regional water management and water use efficiency, and Delta levees.

Public and User Partnerships. Partnerships among State and Federal agencies, users, and beneficiaries are critical for successful implementation of certain projects, including water storage, levee improvements, and regional water management. State and Federal agencies must improve leadership, guidance, and definition for the structure of these partnerships and beneficiaries must engage as constructive partners to contribute resources and funding. Together, public agencies and users must define expected outcomes, responsibilities, decision steps, and implementation actions.

Local Collaboration. The necessary physical changes for ecosystem restoration, Delta protection, and water facilities will affect landowners and local economies wherever they occur. Project proponents, landowners, and local governments must work together to avoid, reduce, and mitigate construction, management, and operations impacts.

Collaborative Science and Adaptive Management. The *Delta Plan* and the Delta Science Program's *Delta Science Plan* set a framework for collaborative science and adaptive management. Initial improvements are underway, but science programs remain fragmented. Science management and adaptive management efforts must recognize and improve the relationship of the science to the policy and decision-making for comprehensive Delta solutions. Science synthesis must be further improved. Engineering and economic considerations must be incorporated. Policy makers must clearly define the critical questions where science can support decisions and action.

4. Permitting: Ecosystem Function

Nowhere do the conflicts in the Delta come into more focus than in the permitting and regulatory milieu—flows, wetlands, water quality, and navigable waterways. The *Delta Vision Strategic Plan* set a direction or implementing a more robust management approach focused on ecosystem function to support important species, rather than a protection strategy for individual species. California is in the midst of a transition from a single species/single medium regulatory approach to a multi-species/habitat management approach. The regulatory institutions must continue to evolve oversight, permitting, and decision-making to support and guide projects that improve ecosystem function, while at the same time ensuring connections and linkages among projects to maintain a broader, workable strategy. Similarly, project proponents must be held accountable for defined ecosystem performance outcomes, even if they require change and adaptation.

5. Performance: Actions and Results

Achieving the Two Co-Equal Goals while protecting and enhancing the Delta as an evolving place cannot be achieved without clear and specific performance goals and objectives. The *Delta Vision Strategic Plan* included performance measures for each of its seven goals and the 2009 legislation set the expectation for implementing a performance management approach for achieving the Two Co-Equal Goals while protecting and enhancing the Delta as an evolving place. Unfortunately, since 2009 there has been little or no progress in defining and reporting on the top-level performance outcomes and metrics. The *Delta Plan* did not fully characterize goals and objectives for the Two Co-Equal Goals or Delta vitality and security. While the *Bay Delta Conservation Plan* has taken substantial strides to define performance outcomes for the Delta ecosystem, the Independent Science Board highlights the need for improved performance indicators, better triggers and links to adaptive management, and more robust structure and governance for implementing adaptive management.

Delta Plan Performance. The *Delta Plan* should be updated as soon as possible with specific definitions of the Two Co-Equal Goals and how progress toward them will be measured. The *Delta Plan* should also include specific, measurable performance measures for the primary objectives embodied in each chapter. The following are the top-level performance measures recommended in the *2013 Delta Vision Report Card*.

Ecosystem

- Population trends for high priority aquatic species such as delta smelt and winter-run Chinook salmon.
- Population trends for high priority avian species.

Water Supply Reliability

- Trends in water diversions from the Delta watershed, by water year type and region (the objective is more in wet and less in dry).
- Trends in water availability at the end user from all sources, by water year type and region.

Delta as Place

- Annual farm gate receipts and total agricultural output and annual economic output from recreation and hospitality for the Delta region, showing actual amounts and growth trends relative to other regions.
- Delta levee failure risk and quantification of people, assets, and infrastructure at risk.

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Fiscal

- Planning and administrative costs as a percentage of construction/implementation costs for State and Federal programs and projects (objective is downward trend), benchmarked against similar multi-disciplinary restoration programs.

Policy-level Monitoring and Reporting. The Delta Stewardship Council, in cooperation with the Delta Science Program and State and Federal agencies, should establish and maintain a monitoring and reporting program for top-level performance measures to inform policy makers and assure transparency and accountability for both actions and results.

Specific Recommendations

Actions Progress

Near-term Actions

1. The Office of Emergency Services, in partnership with other agencies, should promptly complete the *Northern California Catastrophic Flood Response Plan*, including a formal assessment of regional capacity to respond to catastrophic events in the Delta, including multiple levee failures from an earthquake. The Plan should be presented to the Governor, Delta local governments, and Delta Protection Commission.
2. The State Water Resource Control Board, in cooperation with the Department of Fish and Wildlife, should develop a coordinated work plan, budget, and schedule for implementing in-stream flow analyses upstream of the Delta and report on progress through the State Water Resources Control Board *Delta Strategic Work Plan*. The Legislature should provide the resources to implement the plan.
3. The Department of Fish and Wildlife should secure funding from the State and other sources for tidal marsh restoration in Dutch Slough, on Meins Landing, and for floodplain improvements in the Yolo Bypass.
4. The Department of Water Resources should develop and implement a work plan and schedule to accelerate consideration of low flow fish screening alternatives at the Clifton Court Forebay.
5. The Department of Water Resources and the Bureau of Reclamation should reinstate the review of the Franks Tract, Three Mile Slough Barrier projects, and other actions to protect Delta water quality.
6. The Delta Plan Interagency Implementation Committee should develop and accelerate a near-term action plan with responsibilities, timelines, and funding to reduce risks of catastrophic failure, bolster emergency response, implement habitat restoration, and secure critical infrastructure.

Governance

1. The Governor and the Delta Stewardship Council should ensure that the Delta Plan Interagency Implementation Committee prepare and publish a five-year work plan with responsibilities, action plans, committed funding, and performance targets and measures to complete near-term actions and advance long-term programs. The work plan should describe the integration, implementation, and oversight of Delta and statewide actions, including the *Delta Plan*, *BDCP*, the *Bay-Delta Plan*, *Ecosystem Restoration Plan*, levees, flood management, water storage, regional water management, and Delta economic development.
2. The Delta Plan Interagency Implementation Committee should meet at least quarterly to provide transparency and accountability to stakeholders and the public. The Committee should establish agency/stakeholder work groups, with appropriate participation by science programs, to coordinate evaluation and decision-making for critical programs in the Committee work plan.
3. The Legislature should immediately provide five years of funding for the Delta activities of the Delta Stewardship Council, Delta Protection Commission, Delta Conservancy, State Water Resources Control Board, and Department of Fish and Wildlife. A reliable source of money is essential for implementing their legislatively mandated responsibilities towards achieving the Two Co-Equal Goals.
4. The Governor and the Legislature, working with stakeholders, should develop and approve alternatives to general obligation bonds for funding water and ecosystem infrastructure investments and operations and management activities.
5. The Legislature and the Delta Stewardship Council should expand the Delta Science Program and the Independent Science Board to include economics expertise.

Ecosystem Restoration and Recovery

1. The Natural Resources Agency, State Water Resources Control Board, and Delta Stewardship Council should immediately develop a joint approach for setting the restoration objectives for the Delta through the Delta Plan Interagency Implementation Committee. Additionally, to guide planning and decision-making for water supply reliability and ecosystem restoration, the agencies should establish standards and requirements.
2. The State implementing agencies (Department of Fish and Wildlife, Department of Water Resources, and Delta Conservancy) should develop the necessary work plans, agreements, and funding to support the Restoration Network to address coordination, funding, and implementation of near-term and mid-term ecosystem restoration actions. Other parties could include Federal agencies, local governments, the State and Federal Water Contractors Agency, non-governmental organizations, and others as appropriate.
3. The Delta Plan Interagency Implementation Committee should identify several immediate restoration projects with timelines, action plans, and reporting requirements for joint execution through the Restoration Network.

Note: The Restoration Network should serve as an implementation work group of the Delta Plan Interagency Implementation Committee and escalate issues for rapid resolution to accelerate implementation of high priority pilot projects and restoration actions, particularly those that have been planned for five years or more.

Delta Vitality and Security

1. The Department of Food and Agriculture and Natural Resource Conservation Service should take a more active leadership role and increase cooperation with and funding for the Delta Protection Commission, Delta Conservancy, and others regarding economic development opportunities in the Delta.
2. The Delta Protection Commission, in coordination with local governments and State and Federal agencies, should complete economic development and risk reduction plans for the five priority communities in the Delta (Walnut Grove, Locke, Clarksburg, Courtland, and Terminous).
3. The Department of Transportation should complete the analysis of highway protection strategies for the Delta and construct improvements.
4. The Legislature should identify and commit to reliable funding sources for compensation for landowners and counties, including taxes, fees, and levee assessments, that might be modified by other actions.
5. The Delta Stewardship Council should complete levee investment priorities, incorporating priorities from relevant state and Federal agencies, reclamation districts, utilities, local land owners and businesses, and other stakeholders.
6. The State should convene, in collaboration with Federal agencies, a broad group of experts, including levee engineers with seismic experience and disaster experience, construction and cost-estimation experts, hydraulics and hydrology experts, military personnel, and other disaster response experts, and others to consider and evaluate projected response to actual, realistic disaster scenarios for high water event levee failures and a major seismic event.

Water Supply Reliability

1. The Natural Resources Agency, State Water Resources Control Board, and Delta Stewardship Council should develop a joint approach for defining water supply reliability and setting the objectives for the Delta immediately. The agencies should further establish standards and requirements to guide planning and decision-making about water supply reliability and ecosystem restoration and develop or improve policies and legal requirements to link storage, conveyance, and regional water management to ensure the “more in wet, less in dry” strategy.

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2. The Natural Resources Agency, in partnership with Federal agencies, should appoint a team of resource specialists to plan and negotiate the public benefits of storage projects with water supply beneficiaries.
3. The Natural Resources Agency, Department of Water Resources, and Delta Stewardship Council, working with Federal partners and local interests, should immediately develop a strategy and work plan for accelerating actions to secure and improve through-Delta conveyance.
4. The Department of Water Resources should compile and report quantifiable information on how each region of the state uses Delta watershed water and how each region plans to reduce reliance on the Delta in meeting their future water needs.

Leadership, Effectiveness, and Cooperation

State Legislature

1. Maintain funding for habitat restoration, storage, strategic Delta levee system, and regional water management in the water bond.
2. Establish commitments and assurances to link and integrate Delta and statewide actions through bond requirements and legislative requirements.
3. Secure funding for Delta implementation and science activities for the next five years.
4. Establish appropriate legislative oversight and public accountability for near-term actions, BDCP, flood management and levees, ecosystem restoration, water storage, and regional water management.
5. Identify new and alternative funding sources for implementation

Governor's Administration

1. Support 2014 water bond to fund restoration, regional water management, strategic Delta levee system, and storage.
2. Set leadership direction and prepare five-year work plan and budget for implementing the *California Water Action Plan*.
3. Prepare budget proposals to establish secure, long-term funding sources for critical regulatory, oversight, science, and Delta implementation functions.
4. Immediately direct State resources to implement near-term actions to protect lives, secure water conveyance systems, restore critical habitat, and improve fish protection and water quality.

Delta Stewardship Council

1. Establish a work plan for the Delta Plan Interagency Implementation Committee to address both near-term and long-term implementation, including actions, timelines, and expected outcomes. Schedule Implementation Committee meetings at least quarterly to increase public accountability and reporting.
2. Establish work groups on critical work elements of the Delta Plan Interagency Implementation Committee to increase agency, stakeholder, and science collaboration for implementation.
3. Develop unambiguous, concise description of expected outcomes and policy level performance measures for the Delta Plan; begin assessment and reporting immediately.
4. Immediately implement efforts to develop levee investment priorities, with effective stakeholder engagement to address and resolve issues.
5. Work with stakeholders and the Delta Plan Interagency Implementation Committee to develop or improve policies and to link water storage, water conveyance, levee improvements, regional self-sufficiency, and ecosystem restoration to achieve the Two Co-Equal Goals.

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Natural Resources Agency

1. Work with the Governor and other State agencies to develop a work plan, schedule, and public accountability for linked, integrated implementation of the *California Water Action Plan, Delta Plan, and Bay Delta Conservation Plan*.
2. Implement additional negotiation and mediation approaches to resolve core issues and conflicts, including linkages and integration among Delta and statewide programs.
3. Coordinate departments and organizations within Resources to accelerate implementation of near-term Delta levee improvements, water conveyance improvements, and ecosystem restoration actions.
4. Working with the Delta Plan Interagency Implementation Committee, provide policy direction and analysis of how Central Valley water management systems can be operated and improved to capture more water in wet years and divert less in dry years to achieve the Two Co-Equal Goals.

Department of Water Resources

1. Work with the Governor and other State agencies to develop a work plan, schedule, and public accountability for linked, integrated implementation of the *California Water Action Plan, Delta Plan, and Bay Delta Conservation Plan*.
2. Immediately update and present information on the operations, benefits, and costs of storage alternatives (north and south of the Delta, surface and groundwater) with and without consideration of Delta conveyance alternatives to describe how the Central Valley water management systems can be operated and improved to capture more water in wet years and divert less in dry years to achieve the Two Co-Equal Goals; coordinate this effort with the State Water Board, Delta Stewardship Council, and stakeholders.
3. Prepare an evaluation and implementation plan to accelerate the investigation and implementation of through-Delta conveyance improvements, including fish screen options at Banks Pumping Station, barriers, dredging, levee improvements, and other near-term improvements in conveyance, supply reliability, and water quality.
4. Complete the levee investment strategy with the Delta Stewardship Council and direct Proposition 1E resources to improve levees that protect critical statewide infrastructure, including water conveyance.
5. Complete construction of emergency response facilities in the Delta, stockpiling of materials, and implementation of contracts for emergency resources.

Department of Fish and Wildlife

1. Work with the Delta Plan Interagency Implementation Committee and the Ecosystem Restoration Network to develop a coordinated Delta ecosystem restoration implementation plan to meet objectives defined in the *Delta Plan*; identify near-term actions to be completed within five years and measure results.
2. Provide additional clarity, focus, priorities, and progress performance measures for evaluating and recommending in-stream flow needs.
3. Work with Federal fisheries agencies, the Department of Water Resources, California Water Commission, and regional water storage projects to define water storage needs and priorities for fisheries and refuges.

Sacramento-San Joaquin Delta Conservancy

1. Continue work with local interests and the Department of Fish and Wildlife, Department of Water Resources, Delta Stewardship Council, BDCP and other water, environmental, and Delta interests to develop a coordinated Delta ecosystem restoration implementation strategy to meet objectives defined in the *Delta Plan*; identify near-term actions to be completed within five years. Establish the Restoration Network as a work group of the Delta Plan Interagency Implementation Committee.

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2. Continue to establish the Delta Conservancy as the central information source for economic development and ecosystem restoration projects in the Delta by collecting, synthesizing, and reporting information on the objectives, status, location, and effectiveness of Delta projects.
3. Continue work with U.S. Department of Agriculture Natural Resource Conservation Service and California Department of Food and Agriculture to identify and apply agricultural programs that can support and advance ecosystem restoration and economic development in the Delta.

Delta Protection Commission

1. Work with the Delta Stewardship Council, Department of Water Resources, Central Valley Flood Protection Board, and others to identify priority areas for levee protection and investment.
2. Continue to work with Delta interests and State and Federal agencies to identify and implement economic development opportunities for the region; obtain needed funding from the Legislature and other sources to continue and expand economic development planning and implementation for the Delta through the Delta Investment Fund.
3. Work with the local governments and the Department of Water Resources to complete local land use and risk reduction plans for the Delta communities of Walnut Grove (including the residential area on Grand Island), Locke, Clarksburg, Courtland, and Terminous.
4. Continue to advance emerge preparedness and response planning, in cooperation with the California Emergency Management Agency, Department of Water Resources, Delta Counties, and others.

State Water Resources Control Board

1. Evaluate and articulate how water users in the Central Valley can and should capture more water in wet periods and divert less in dry periods and the State Water Board's role in making that change.
2. Complete phases 1 and 2 of the Bay-Delta Plan update.
3. Update the five-year *Delta Strategic Work Plan*.
4. Identify and recommend necessary additional improvements in water rights enforcement authority.

Central Valley Regional Water Quality Control Board

1. Continue leadership and coordination with other agencies to establish thorough and efficient water quality monitoring for the Delta. Work with these agencies to develop a stable, long-term funding plan.
2. Provide guidance on scientific research needed for water quality management in the *Delta Science Plan* developed by the Delta Science Program and the Independent Science Board.

California Water Commission

1. Continue public engagement and seek independent analysis to assure creativity and applicability of public benefits criteria.
2. Provide guidance and recommendations to the Department of Water Resources storage investigations and Delta Stewardship Council regarding quantifying public benefits of storage and developing performance measures for the *Delta Plan*.
3. Continue assessment and recommendations to address operations and maintenance staffing issues for the State Water Project.

Office of Emergency Services

1. Ensure that seismic events are considered and appropriate response and recovery measures are identified in the *Northern California Catastrophic Flood Response Plan*. Include independent review of risks and consequences.
2. Complete the Memorandum of Understanding (or equivalent) with the Federal Emergency Management Agency regarding flood response and recovery commitments and agreements.

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3. Increase regional emergency management coordination with the Department of Water Resources, Delta Protection Commission, and Delta counties to align response planning, identify gaps, and implement corrective actions.
4. Prepare an annual report on the progress of implementing the Delta Multi-Hazard Task Force Report recommendations.
5. Prepare a five-year plan of exercises and drills for the Delta.

Central Valley Flood Protection Board

1. Coordinate with the Delta Stewardship Council and Department of Water Resources to complete the Delta levees investment priorities.
2. Maintain coordination and provide progress reports to the Delta Plan Interagency Implementation Committee regarding planning and implementation of floodplain enhancements in the Sacramento and San Joaquin Rivers.

Department of Food and Agriculture

1. Continue and expand efforts to provide expertise, facilitate Federal participation and funding, and coordinate with the Delta Stewardship Council, Delta Protection Commission, and Delta Conservancy on agricultural enhancement and innovation in the Delta.
2. Increase regionalization of the Agriculture Vision 2030 to identify regional needs to sustain agriculture in the Delta, Sacramento Valley, San Joaquin Valley, and other areas that rely on the Delta for irrigation water.

Science Programs

1. Accelerate policy alignment and coordination of Delta monitoring, research, and synthesis regarding flows, water quality, habitat, and species; coordinate policy/science issues with Delta Plan Interagency Implementation Committee.
2. Work with responsible agencies to identify, recommend, prioritize, and implement specific pilot projects (restoration, operational changes, etc.) to test hypotheses, measure changes, apply adaptive management, and report results.
3. Participate in and conduct independent review of Delta Stewardship Council performance measurement development.
4. Provide guidance to the Bay Delta Conservation Plan and other projects on the design and structure of effective adaptive management programs.

Department of the Interior

1. Provide policy direction and analysis of how Central Valley water management systems can be operated and improved to capture more water in wet years and divert less in dry years to achieve the Two Co-Equal Goals; coordinate this effort with the Governor of California.
2. Continue commitment of senior leadership to Delta Plan Interagency Implementation Committee; assume a leadership role in developing the work plan, schedule, and public accountability for linked, integrated implementation.
3. Work with the State and stakeholders to develop meaningful commitments and linkages to ensure integrated solutions, including water use efficiency, regional water management, water storage, conveyance, habitat restoration, levee improvements, and flood management.
4. Complete feasibility studies and environmental reviews of surface storage projects and support State, regional, and local decision needs.

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Bureau of Reclamation

1. Provide policy direction and analysis as to how Central Valley water management systems can be operated and improved to capture more water in wet years and divert less in dry years to achieve the Two Co-Equal Goals; coordinate this effort with Federal and State agencies.
2. Continue commitment of senior leadership to Delta Plan Interagency Implementation Committee; assume a leadership role in developing the work plan, schedule, and public accountability for linked, integrated implementation.
3. Work with the State and stakeholders to develop meaningful commitments and linkages to ensure integrated solutions, including water use efficiency, regional water management, water storage, conveyance, habitat restoration, levee improvements, and flood management.
4. Complete feasibility studies and environmental reviews of surface storage projects and support State, regional, and local decision needs.

U.S. Fish & Wildlife Service

1. Provide policy direction and support analysis of how Central Valley water management systems can be operated and improved to capture more water in wet years and divert less in dry years to achieve the Two Co-Equal Goals; coordinate this effort with Federal and State agencies.
2. Continue commitment of senior leadership to Delta Plan Interagency Implementation Committee; assume a leadership role in developing the work plan, schedule, and public accountability for linked, integrated implementation.
3. Work with the State and stakeholders to develop meaningful commitments and linkages to ensure integrated solutions, particularly linking habitat restoration, water management operations, and infrastructure to increase management flexibility.
4. Support and accelerate near-term restoration, ERP actions, and pilot projects; support the Delta Restoration Network.
5. Participate in efforts to identify and develop water storage and retention projects to improve ecosystem function.

National Marine Fisheries Service

1. Provide policy direction and support analysis of how Central Valley water management systems can be operated and improved to capture more water in wet years and divert less in dry years to achieve the Two Co-Equal Goals; coordinate this effort with Federal and State agencies.
2. Continue commitment of senior leadership to Delta Plan Interagency Implementation Committee; assume a leadership role in developing the work plan, schedule, and public accountability for linked, integrated implementation.
3. Work with the State and stakeholders to develop meaningful commitments and linkages to ensure integrated solutions, particularly linking habitat restoration, water management operations, and infrastructure to increase management flexibility.
4. Support and accelerate near-term restoration, ERP and Recovery Plan actions, and pilot projects; support the Delta Restoration Network.
5. Participate in efforts to identify and develop water storage and retention projects to improve ecosystem function.

U.S. Environmental Protection Agency

1. Provide policy direction and support analysis of how Central Valley water management systems can be operated and improved to capture more water in wet years and divert less in dry years to achieve the Two Co-Equal Goals; coordinate this effort with Federal and State agencies.

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2. Continue commitment of senior leadership to Delta Plan Interagency Implementation Committee; assume a leadership role in developing the work plan, schedule, and public accountability for linked, integrated implementation.
3. Work with the State and stakeholders to develop meaningful commitments and linkages to ensure integrated solutions, particularly linking water quality protection, habitat restoration and enhancement, water management operations, and infrastructure to increase management flexibility.
4. Support and accelerate near-term water quality protection actions and pilot projects in the Delta.
5. Continue support for coordinated monitoring and reporting.

Stakeholder Organizations

1. Reinvigorate the Coalition for Delta Projects and continue the “12 Counties Coalition” to accelerate near-term actions and provide recommendations and momentum to the Delta Plan Interagency Implementation Committee.
2. Establish a multi-interest stakeholder discussion of core issues of Delta and regional water management and investment, habitat restoration, Delta levees, and the commitments and assurance necessary to achieve the Two Co-Equal Goals while protecting and enhancing the Delta as an evolving place.
3. Support and participate in work groups of the Delta Plan Interagency Implementation Committee on key topics to resolve issues and advance implementation. Work with agency staff, Delta science programs, and other stakeholders to develop work plans, schedules, and public accountability for linked, integrated implementation.
4. Commit to and develop strategies for collaboration, alternative dispute resolution, and arbitration on key issues and conflicts.