



# Memo

Date: February 6, 2020

To: Members of the State Coastal Conservancy

From: Sam Schuchat, Executive Officer  
Amy Hutzler, Deputy Executive Officer

CC: Legislative Oversight Members

Subject: 2020 Strategic Plan Progress Report

In November of 2017, the Coastal Conservancy adopted the 2018-2022 Strategic Plan. This is our second annual progress report on implementation of the Strategic Plan. This progress report highlights accomplishments under each of the goals of the Strategic Plan during the first two years. A table showing accomplishments for each numerical objective is attached.

There are 19 goals in the Strategic Plan which are organized within six program areas. The first three programs focus on the entire California Coast (Explore the Coast, Protect and Restore the Coast, and Climate Ready); two focus on legislatively mandated geographic programs (Santa Ana River and San Francisco Bay Area); and a final Overarching area includes goals and objectives for the Conservancy as an agency, including transparency, leadership, environmental equity and justice, staff structure, and sustainable funding.

The Conservancy accomplishes its goals and objectives by working with others to undertake projects that protect and restore the coast and San Francisco Bay Area, increase public access to natural resources, and increase resilience to climate change. The Conservancy provides staff involvement and funding in long-term projects, conducts grant rounds, and offers leadership and technical assistance in coastal management.

Proposition 1 grant rounds have helped the Conservancy accomplish objectives within our Protect and Restore the Coast, Climate Ready, and San Francisco Bay Area goals, and will continue to aid us in meeting these objectives over the next few years.

The Climate Ready grant rounds in 2018 and 2019, supported by Greenhouse Gas Reduction Funds, aided the Conservancy in achieving objectives to address climate change and coastal resource enhancement. The annual Explore the Coast grant round, held again in 2019, support the Conservancy's objectives to increase access to the coast for all Californians and improve public understanding of coastal resources. In 2019, the Conservancy also conducted a beach wheelchair grant round in conjunction with the Explore the Coast grant round.

The passage of Proposition 68 in June 2018 is aiding the Conservancy in supporting many of our Strategic Plan objectives, and particularly those objectives that cannot be funded with Proposition 1, such as the Coastal Trail and other public access projects. Prop 68 includes funding to support the Conservancy's purposes generally, as well as specific funds for lower-cost coastal accommodations, wetlands restoration in San Francisco Bay, climate adaptation in the San Francisco Bay Area, the Santa Ana River Conservancy, the Santa Margarita River Parkway, coastal forest watersheds, West Coyote Hills, and acquisition of parcels associated with estuarine lagoons and designated wildlife areas. Pre-proposals are being accepted on an ongoing basis for Proposition 68 funding. In 2019, the Conservancy also conducted a targeted request for pre-proposals for the lower-cost overnight accommodation funding in Proposition 68.

The passage of Measure AA in the San Francisco Bay Area in 2016 has accelerated the planning and restoration of baylands habitats and associated flood management and public access. The funding is authorized by the Governing Board of the San Francisco Bay Restoration Authority, with Conservancy staff assisting the San Francisco Bay Restoration Authority in the management of Measure AA funds. The Authority is in the review process for the third annual grant round now.

## **Explore the Coast**

### **Coastal Trail (Goal 1)**

The Conservancy made progress implementing objectives related to the Coastal Trail, completing a map of the Coastal Trail network and determining percentage of the trail that is signed (we are 48% towards our 100% goal for signage of existing Coastal Trail). We have also designed 10 miles of new Coastal Trail segments. We need to continue to focus on construction of new trail segments over the next three years, as well as securing property for development of the Coastal Trail. Coastal trail construction funded in 2019 included trail segments in the City of Pacific Grove and at Moss Landing in Monterey County; coastal trail planning funded in 2019 included the Little River crossing in Humboldt County and the Crescent City Beachfront Park Master Plan.

### **Coastal Access (Goal 2)**

The Conservancy made significant progress on most of the objectives related to coastal recreational facilities and regional trails. Coastal access projects in 2019 included authorization of funding for eleven beach wheelchair grants, acquisition of the Ramirez Canyon Lauber Smith property in the Santa Monica Mountains in Los Angeles County, a Feasibility Study for the Guadalupe City to Beach Trail in Santa Barbara County, support for the Hollister Ranch Coastal

Access Plan in Santa Barbara County, construction of a Cayucos beach accessway in San Luis Obispo County, and Wavecrest and Pebble Beach Access Planning in Del Norte County.

### **Urban Waterfront Revitalization and Lower-Cost Accommodations (Goal 3)**

The Conservancy continued to make progress on planning and construction of waterfront revitalization projects, providing funds for the Crescent City Beachfront Master Plan. The Conservancy completed the Explore the Coast Overnight Assessment in conjunction with Coastal Commission and Department of Parks and Recreation Staff, and after multiple workshops with stakeholders. The plan will guide our work in designing and constructing lower-cost coastal accommodations and in developing programs to ensure accommodations are accessible to low and middle-income households. In 2019, Jughandle Creek Farm and Nature Center in Mendocino County opened their new lower-cost accommodations and the Conservancy provided funds for the construction of the Tijuana River Valley Regional Park Campground in San Diego County, which will provide tent sites, multi-use sites, yurts, and equestrian camping. We also ran a request for pre-proposals for lower-cost overnight accommodation projects and have multiple projects lined up for Board consideration in 2020.

### **Environmental Education (Goal 4)**

The Conservancy is making excellent progress on its objective related to environmental education, primarily due to the Explore the Coast grant program and the Southern California Wetlands Recovery Program's Community Wetland Restoration Grant Program. The 2018 Explore the Coast grant round funded 27 projects and the 2019 grant round funded 31 projects, using non-bond funds. Funded projects facilitate and enhance the public's opportunities to explore the coast of California and the San Francisco Bay shoreline. An Advisory Board for the Explore the Coast grant program was established and actively participated in review of grant applications and decision-making and planning for the next grant round. The Community Wetlands Restoration Program funded seven hands-on wetland and watershed restoration projects in Southern California in 2018, several of which included environmental education. Our efforts to design and install interpretive displays, objective 4B, has been aided through the interpretive elements of water resource and park projects in Los Angeles, Ventura, and Riverside Counties.

## **Protect and Restore the Coast**

### **Coastal Resource Properties (Goal 5)**

The Conservancy made progress towards protection of coastal resource properties and implementing projects that preserve and restore fish and wildlife corridors. In 2019, the Conservancy approved funds to acquire a 61-acre parcel along the Arroyo Burro Creek in Santa Barbara that fills a gap to ensure the entire lower creek corridor is protected, the 554-acre Cascade Creek (Holmes) property in Santa Cruz County, 58 acres of scenic coastal property at Tunitas Creek Beach in San Mateo County, and 136 acres at the headwaters of Arroyo Sequit Creek in the Santa Monica Mountains in Los Angeles County. To achieve our working lands protection objective, we will need to support large-scale projects on the North Coast in the next three years, likely with Prop 68 funds intended for coastal forests.

## **Coastal Watershed Projects (Goal 6)**

The Conservancy has made significant progress with most of the numeric objectives under the coastal watershed goal, to enhance coastal habitats, watersheds, and floodplains; improve fish habitats; improve water quality; and support sea otter recovery. Proposition 1 and Climate Ready grant rounds have supported these resource objectives. In 2019, the Conservancy authorized multiple coastal restoration planning and design projects, including the Crown Point Bank Restoration at Kendall Frost Marsh Reserve in San Diego County, Aliso Creek Estuary Restoration in Orange County, Topanga Lagoon Restoration in Los Angeles County, Los Osos Creek Restoration in San Luis Obispo County, the Jacoby Creek Enhancement Project and Red Cap Creek Restoration in Humboldt County, and the Indian Valley Creek and Meadow Restoration Project in Trinity County. The Conservancy authorized implementation of over 15 coastal restoration projects in 2019, most notably the Redwood Rising Initiative in Humboldt and Del Norte Counties, a large-scale, multi-agency effort to restore redwood forest systems. Other restoration included projects at Batiquitos Lagoon in San Diego County; Big Canyon Creek in Orange County; Abalone Cove, Palos Verdes Reef, Paramount Ranch, Ramirez Canyon, and Manhattan Beach Dunes in Los Angeles County; Ellwood Mesa in Santa Barbara County; Elkhorn Slough in Monterey County; Ebabias Creek in Sonoma County; and Mattole River in Humboldt County. The Conservancy also awarded Sea Otter Recovery grants in 2019 to the Aquarium of the Pacific and NASA.

## **Working Lands (Goal 7)**

The Conservancy made some progress on its objectives to implement projects to support working land stewardship but needs to develop more working lands enhancement projects over the next three years. Climate Ready grants are supporting Carbon Farming in Santa Cruz County that will aid in the planning and implementation of carbon sequestration efforts on farmlands, and a Carbon Sink Demonstration Farm at Pauma Tribal Farms in San Diego County. An innovative groundwater project in the Pajaro Valley, funded in 2017 by the Conservancy, was completed in 2019. The project will help offset overdraft problems in this important agricultural region by using a net-metering system to aid in operation and maintenance.

## **Climate Ready**

### **Climate Resilience (Goal 8)**

The Conservancy created its Climate Ready Grant program in 2013 to support projects that are planning or implementing climate adaptation actions. In 2018, Greenhouse Gas Reduction Funds supported a grant round that resulted in twelve projects authorized for funding by the Conservancy, including five urban greening projects, three carbon farming projects, two watershed restoration projects, and two living shorelines projects. The Conservancy has also been able to support several living shoreline projects on the Marin County shoreline thanks to Marin Community Foundation funds. Proposition 1 and Proposition 68 also support projects that increase climate resilience on the coast using nature-based techniques. Projects funded in 2019 include the Torrey Pines State Beach Sea Level Rise Adaptation Plan in San Diego County, the Manhattan Beach Dunes Restoration in Los Angeles County, Elkhorn Slough Tidal Restoration in Monterey County, and Phase II implementation of the South Bay Salt Ponds Restoration Project in Alameda, Santa Clara, and San Mateo Counties. Two previously funded

dune restoration projects, at Cardiff Beach in San Diego County and at Salinas River State Park in Monterey County, completed construction and entered into monitoring phases.

## **Santa Ana River Conservancy**

The Conservancy Board approved the Santa Ana River Parkway and Open Space Plan in May 2018, after a two-year planning process led by Conservancy staff, with input from a Technical Advisory Committee and Policy Advisory Group. The Plan was developed as a framework to facilitate collaborative efforts when planning for development of the Parkway. The three key functions of the Plan are to: define a shared vision for the Parkway as a state, regional, and local asset; create a list of ideas for potential and existing Parkway projects; and identify tools for prioritizing, evaluating, developing, and implementing projects through proactive collaboration. The Plan identified more than 150 projects that will provide trail amenities, recreational opportunities, and habitat restoration along the Parkway.

In the past two years, the Conservancy has authorized funding for the design of seven public access facilities and six habitat enhancement projects and funding for the construction of two public access facilities and one habitat enhancement project. We have recently completed design on over six miles of Santa Ana River Trail, with funds authorized prior to 2018. Over the next several years, Conservancy staff will continue to develop projects to design and construct the Santa Ana River Trail, design and construct public access facilities along the Trail, implement environmental education projects, and protect and enhance natural habitats and open space resources on the Santa Ana River. There are capital projects in planning that will be coming to the Conservancy board for implementation funding over the next year. To accomplish the environmental education objective for the Santa Ana River, we would need to tap into non-bond funds. This may require expanding the Explore the Coast grant program into the Santa Ana River watershed.

## **San Francisco Bay Area Conservancy**

### **Identify and Prioritize Resource and Recreational Goals (Goal 11)**

In 2019, the Conservancy authorized funds for planning efforts to identify and prioritize projects to complete the Bay Area Ridge Trail and the Purisima to the Sea Trail.

### **Land Protection and Habitat Enhancement (Goal 12)**

The Conservancy is already meeting or exceeding its objectives for developing plans or enhancing wetland, subtidal, and upland habitats, due to a long history of involvement in baylands restoration projects, Proposition 1 grant rounds, the acceleration of San Francisco Bay restoration made possible by Measure AA, and funding from the Marin Community Foundation for three grant rounds for nature-based projects climate adaptation projects on the Marin Shoreline. Projects funded in 2019 include Bel Marin Keys Construction in Marin County; South Bay Salt Ponds Implementation in Alameda, Santa Clara, and San Mateo Counties; and five adaptation projects along the Marin Shoreline. The Bel Marin Keys construction of the levee across the 1,500-acre site began in late 2019 and will be completed by the end of 2020. Bel Marin Keys, which is owned by the Conservancy and adjacent to the completed Hamilton Restoration project, will eventually provide a mix of seasonal and tidal wetlands habitat.

We have also made significant progress towards funding the enhancement of rivers and watersheds in the Bay Area, including authorizations for North Richmond Watershed Connections and for the Three Creeks Parkway at Marsh Creek, both in Contra Costa County. A previously funded project, the Napa River Oakville to Oak Knoll Restoration project, was awarded an “Outstanding Environmental Project” award by the Friends of the San Francisco Estuary.

The Conservancy has made limited progress towards our land protection objectives in the San Francisco Bay Area, with funding in 2019 for acquisition of the 32-acre Buck’s Landing in Marin County and the 54-acre Cooper Creek property in Sonoma County. Proposition 68 funds intended for the Bay Area may be able to help us work with land trusts and willing landowners to move closer to our targets for land protection.

### **Public Access and Recreation (Goal 13)**

The Conservancy is making progress on objectives related to improving public access and recreation in the Bay Area. Twenty-five Water Trail launch sites have been designated, including sites in Oakland, Pittsburg, Mill Valley, and Redwood City and ten grants have been provided to enhance designated launch sites. In 2019, the Conservancy provided funds for the Bay Area Ridge Trail Council to plan 35 miles of new trail segments and funds to East Bay Regional Park District to construct five miles of new Ridge Trail in Alameda County. The Bay Trail was supported by funds for the South Bay Shoreline Project, which will include over a mile of new Bay Trail spine. The San Francisco Bay Restoration Authority’s Measure AA funds are supporting construction of multiple restoration projects, including Bay Trail segments, which is part of why the Conservancy’s support for construction has not been as high as anticipated. In 2019, the Conservancy funded planning of visitor serving facilities at Pie Ranch on the San Mateo Coast. The Beach Wheelchair and Explore the Coast grant programs boosted efforts to expand access for people with disabilities in the Bay Area. Acquisition of Buck’s Landing in Marin County and the Cooper Creek Acquisition in Sonoma County accounted for the 86 acres towards the 1,700-acre objective for land protection for public access. Proposition 68 funds could potentially be used to support this land protection objective over the next three years.

### **Working Lands (Goal 14)**

The Conservancy is behind on its objective to protect working lands in the Bay Area; but continues to pursue opportunities. Proposition 68 funds could potentially support this effort, which also requires willing landowners and opportunities for land acquisition. The Conservancy is close to meeting its objective to enhance working lands, with implementation of projects to restore grassland habitat or improve water sustainability on agricultural lands in Alameda, Contra Costa, and Sonoma Counties. This objective has been aided by the Climate Ready grant program.

## **Overarching Goals**

The five overarching goals in the Strategic Plan describe what the Conservancy needs to achieve in order to implement the programmatic objectives of the plan. Except for the Environmental Equity and Justice objectives, these overarching objectives do not have numerical targets.

### **Leadership and Partnership (Goal 15)**

Our staff continue to participate and/or lead regional and statewide collaboratives to further our goals, including the Coastal Resilience Network, the Southern California Wetlands Recovery Project, the San Francisco Bay Joint Venture, Bay Area Open Space Council, Bay Area Regional Collaborative, and San Francisco Estuary Partnership.

### **Environmental Equity and Justice (Goal 16)**

The 2018-2022 Strategic Plan includes, for the first time, objectives for environmental equity and justice. The three objectives have numerical targets and the Conservancy is making progress on all three objectives. During the first two years, 36% of our overall funding was located in or directly benefited disadvantaged communities; our goal is 35%. Funding was authorized for 15 projects to increase climate change resilience in communities that lack capacity due to systemic inequities. Projects include the Carbon Sink Demonstration Farm at Pauma Tribal Farms in San Diego, the Long Beach Direct Install Garden Program for Disadvantaged Communities, the Los Angeles Living Shoreline project at Dockweiler Beach, Central-Jefferson High Green Alley Project in South Los Angeles, the Natural Park at Ramona Gardens Housing Development in Los Angeles, the Oranges to Oaks Restoration Project in the City of Ojai in Ventura County, Carr Lake Park planning in downtown Salinas in Monterey County, Cooling our Communities: Heat Preparedness Program in Alameda County, and the Terminal Four Wharf Removal in the City of Richmond in Contra Costa County. Funding was provided for 50 projects that increase coastal access for all Californians. Most of these projects came out of the Explore the Coast grant rounds and were grants of \$50,000 or less for programs that enhance coastal experiences, particularly for under-resourced communities.

In 2019, Conservancy staff developed Draft Justice, Equity, Diversity, and Inclusion Guidelines, and sought feedback through an online survey and several focus groups. Staff will be seeking Board authorization of the Guidelines in 2020.

### **Sustainable Funding Strategy (Goal 17)**

The Conservancy has made significant progress in the past two years implementing its long-term funding plan. As described in the Annual Financial Report presented to the Conservancy Board in August 2019, our financial situation has improved significantly over the past two years, with increased funding for both projects and operation.

On the project funding side, the FY 19/20 budget totals \$87 million, with the first appropriation of Proposition 68 funds to the Conservancy, along with smaller amounts of funding from Propositions 1 and 84. A portion of the Proposition 68 funds was appropriated for specific purposes. Non-bond funding through the Environmental License Plate Fund (ELPF) and Coastal Access Account allow the Conservancy to accomplish non-capital objectives in the Strategic Plan, especially the Explore the Coast grant program. The Sea Otter Fund, Habitat Conservation Fund, and Violation Remediation Account support specific Strategic Plan objectives as well.

There was also progress in funding the Conservancy's operation. The state budget for FY 19/20 provides \$2.2 million in general operating support from the ELPF to the Conservancy. This follows on an FY 18/19 appropriation of ELPF funds for support and is another significant step

towards sustainable funding for the Conservancy's operations. The Conservancy's five-year financial plan calls for a reduced reliance on bond funding and a greater diversity of funding for support of the agency. External funding also aids in this effort and is primarily supported by grant funding from the National Oceanic and Atmospheric Administration and from the San Francisco Bay Restoration Authority for our assistance with administration of Measure AA funds.

### **Organize Staff Structure (Goal 18)**

The management team continuously evaluates staff resources and shifts responsibilities to address the existing and future needs of the agency. The Conservancy completed our Workforce Plan effort during 2019, with support from CalHR. The Workforce Plan guides our recruitment, retention, professional development, knowledge transfer, and succession planning activities. Specific actions called for in the plan, many of which are underway, include outreach to increase diversity of job applicants, employee engagement surveys, implicit bias training, development of a mentoring program, development of entrance and exit surveys, and better use of the individual development program for determining training plans and increasing professional development opportunities.

### **Full Transparency and Accountability (Goal 19)**

Effective and honest communication with our many audiences supports the Conservancy's mission to serve all Californians and remain trusted stewards of public funds. In 2019, we advanced our transparency and accountability goals through:

- The Project Database, Project Viewer, and Map Collaborator continue to aid us in understanding, reporting, and sharing information about our project work.
- Conducted the Conservancy's first ethnic media campaign, working with Mixteco community leaders to engage linguistically isolated residents in Oxnard with the restoration and public access planning process in Ormond Beach.
- Produced new materials and communications resources to help staff connect with their project stakeholders
- Overhauled the Conservancy's website, including:
  - a new, contemporary visual style
  - simplified menus and content-flows to help users find what they need
  - removal of old and redundant pages
  - comprehensive review of over 7,000 pages and documents on the website to meet Web Content Accessibility Guidelines 2.0 requirements, as set out AB 434
- In response to feedback that our grant application process was cumbersome and possibly deterring potential grantees from applying, we modified the process for the majority of our grant programs to reduce the up-front work in required to apply, and to enlist Conservancy staff to work with applicants from the start of the process to help them develop successful applications.
- Proactively worked with the news media to share information about our work and provided timely, full responses when news media approached us about issues within our jurisdiction.

- Through consistent and planned use of social media to promote the work and impact of the Conservancy, we have increased our Twitter following by 25% and our Facebook following by 10% in 2019.
- Over the past two years, we have offered a variety of webinars on coastal management topics that have been attended by over 2,000 people (plus those who attended in person or watched the recorded webinar), including an Introduction to the State’s Sea Level Rise Guidance; Designing Outdoor Environments that Work for Every Body; working with the U.S. Army Corps of Engineers on Continuing Authorities Projects; Overlooked Stories of African Americans on the Coast; Frameworks and Considerations for Justice, Equity, Inclusion, and Diversity; Cardiff Beach Living Shoreline Project; Surfer’s Point Managed Retreat; Disability Equity, Nature, and Climate Justice; The Stories We Don’t Tell About People of Color in the Outdoors; Meaningful Community Engagement; Making Equity Real in Climate Adaptation; and various webinars on our grant programs.

# Strategic Plan Progress Report

| Objective  | Target | Unit            | Percent Complete | North Coast Progress | Central Coast Progress | South Coast Progress | Bay Area Progress | Statewide Projects |
|--|--------|-----------------|------------------|----------------------|------------------------|----------------------|-------------------|--------------------|
| 01A. Promote California Coastal Trail                                  | 16     | Projects        | 38%              | 1                    | 3                      | 2                    |                   |                    |
| 01B. Map the Coastal Trail network                                     | 1      | Project         | 100%             |                      |                        |                      |                   |                    |
| 01C. Design new CCT trail segments                                     | 18     | Miles           | 53%              | 6                    | 4                      |                      |                   |                    |
| 01D. Construct new CCT trail segments                                  | 20     | Miles           | 18%              | 2                    | 2                      |                      |                   |                    |
| 01E. Secure property for development of CCT                            | 7      | Projects        | 14%              |                      | 1                      |                      |                   |                    |
| 01F. Sign the Coastal Trail  | 100    | Percent Signed  | 48%              |                      |                        |                      |                   |                    |
| 02A. Expand barrier free access to coast                               | 16     | Projects        | 144%             | 5                    | 7                      | 7                    | 4                 |                    |
| 02B. Open new coastal areas to the public                              | 14     | Projects        | 36%              | 2                    | 2                      | 1                    |                   |                    |
| 02C. Design coastal recreational facilities                            | 13     | Designs         | 77%              | 3                    | 3                      | 4                    |                   |                    |
| 02D. Construct or reconstruct coastal recreational facilities          | 13     | Facilities      | 38%              | 1                    | 2                      | 2                    |                   |                    |
| 02E. Design regional and river parkway trails that connect to coast    | 8      | Plans           | 63%              | 1                    | 3                      | 1                    |                   |                    |
| 02F. Construct regional and river parkway trails that connect to coast | 10     | Miles           | 21%              | 1                    |                        | 1                    |                   |                    |
| 02G. Acquire land for new coastal accessways                           | 5      | Projects        | 40%              |                      | 2                      |                      |                   |                    |
| 03A. Develop waterfront revitalization plans                           | 7      | Plans           | 43%              | 1                    |                        | 2                    |                   |                    |
| 03B. Implement waterfront revitalization projects                      | 5      | Projects        | 40%              |                      |                        | 1                    | 1                 |                    |
| 03C. Complete Lower-Cost Accommodations Plan                           | 1      | Plan            | 100%             |                      |                        |                      |                   |                    |
| 03D. Design Lower Cost Accommodations                                  | 160    | Rooms/Campsites | 8%               |                      | 12                     |                      |                   |                    |

| Objective   | Target | Unit            | Percent Complete | North Coast Progress | Central Coast Progress | South Coast Progress | Bay Area Progress | Statewide Projects |
|---|--------|-----------------|------------------|----------------------|------------------------|----------------------|-------------------|--------------------|
| 03E. Create Lower Cost Accommodations   | 195    | Rooms/Campsites | 41%              |                      |                        | 79                   |                   |                    |
| 03F. Develop programs to implement LCOA Plan  | 3      | Programs        | 0%               |                      |                        |                      |                   |                    |
| 04A. Support programs and events that improve public understanding of coastal resources | 105    | Programs        | 81%              | 10                   | 14                     | 45                   | 16                |                    |
| 04B. Support the design and installation of interpretive or educational displays        | 30     | Exhibits        | 47%              |                      |                        | 14                   |                   |                    |
| 04C. Construct or improve regional environmental education centers                      | 3      | Centers         | 33%              |                      | 1                      |                      |                   |                    |
| 05A. Protect significant coastal and watershed resource properties                      | 11,000 | Acres           | 35%              | 439                  | 1,883                  | 1,520                |                   |                    |
| 05B. Protect working-lands  | 14,500 | Acres           | 4%               |                      | 527                    |                      |                   |                    |
| 05C. Implement projects that preserve and restore fish and wildlife corridors           | 16     | Projects        | 50%              | 2                    | 2                      | 4                    |                   |                    |
| 06A. Develop restoration and enhancement plans for coastal habitats                     | 35     | Plans           | 91%              | 8                    | 12                     | 12                   |                   |                    |
| 06B. Restore or enhance coastal habitats  | 4,180  | Acres           | 61%              | 2,128                | 227                    | 182                  |                   |                    |
| 06C. Develop plans to preserve and enhance coastal watersheds and floodplains           | 30     | Plans           | 87%              | 8                    | 13                     | 5                    |                   |                    |
| 06D. Implement projects that preserve and enhance coastal watersheds and floodplains    | 40     | Projects        | 63%              | 5                    | 3                      | 17                   |                   |                    |
| 06E. Implement projects to improve fish habitat   | 45     | Projects        | 29%              | 7                    | 4                      | 2                    |                   |                    |
| 06F. Complete plans to improve coastal water quality                                    | 17     | Plans           | 24%              | 1                    | 2                      | 1                    |                   |                    |
| 06G. Implement projects to improve coastal water quality                                | 28     | Projects        | 29%              | 1                    | 3                      | 4                    |                   |                    |

| Objective   | Target | Unit     | Percent Complete | North Coast Progress | Central Coast Progress | South Coast Progress | Bay Area Progress | Statewide Projects |
|---|--------|----------|------------------|----------------------|------------------------|----------------------|-------------------|--------------------|
| 06H. Implement projects to support the recovery of the southern sea otter                         | 10     | Projects | 50%              |                      |                        | 5                    |                   |                    |
| 07A. Develop plans to enhance working lands   | 30     | Plans    | 3%               |                      |                        | 1                    |                   |                    |
| 07B. Implement projects to enhance working lands  | 17     | Projects | 18%              | 2                    |                        |                      | 1                 |                    |
| 08A. Conduct climate change vulnerability assessments and develop adaptation plans                | 12     | Studies  | 42%              | 2                    |                        |                      | 1                 | 2                  |
| 08B. Plan climate change adaptation projects  | 21     | Plans    | 114%             | 4                    | 2                      |                      | 6                 | 12                 |
| 08C. Implement climate change adaptation projects.  | 28     | Projects | 93%              | 1                    | 2                      |                      | 11                | 12                 |
| 09A. SAR: Design sections of the Santa Ana River Trail  | 10     | Miles    | 0%               |                      |                        |                      |                   |                    |
| 09B. SAR: Construct sections of the Santa Ana River Trail   | 12     | Miles    | 0%               |                      |                        |                      |                   |                    |
| 09C. SAR: Design public access facilities along Santa Ana River Trail                             | 6      | Projects | 117%             |                      |                        |                      | 7                 |                    |
| 09D. SAR: Construct public access facilities along Santa Ana River Trail                          | 6      | Projects | 33%              |                      |                        |                      | 2                 |                    |
| 09E. SAR: Implement environmental education projects along SART                                   | 6      | Projects | 0%               |                      |                        |                      |                   |                    |
| 10A. SAR: Protect natural habitats and other open space resources                                 | 5      | Acres    | 0%               |                      |                        |                      |                   |                    |
| 10B. SAR: Develop plans for enhancement plans for natural habitats and other open space resources | 6      | Plans    | 100%             |                      |                        |                      | 6                 |                    |
| 10C. SAR: Enhance natural habitats and other open space resources.                                | 4      | Acres    | 25%              |                      |                        |                      | 1                 |                    |
| 11A. SFBay: Identify and prioritize resource and recreational goals                               | 2      | Plans    | 100%             |                      |                        | 1                    |                   | 1                  |

| Objective   | Target | Unit     | Percent Complete | North Coast Progress | Central Coast Progress | South Coast Progress | Bay Area Progress | Statewide Projects |
|---|--------|----------|------------------|----------------------|------------------------|----------------------|-------------------|--------------------|
| 12A. SF Bay: Protect wetlands, riparian habitat, and subtidal habitat                                     | 1,600  | Acres    | 0%               |                      |                        |                      |                   |                    |
| 12B. SF Bay: Protect wildlife habitat, connecting corridors, scenic areas, and other open-space resources | 6,500  | Acres    | 1%               |                      |                        |                      | 86                |                    |
| 12C. SF Bay: Develop plans for enhancement of wetland, subtidal, and upland habitat                       | 5      | Plans    | 260%             |                      |                        |                      | 13                |                    |
| 12D. SF Bay: Enhance wetland, subtidal, and upland habitat  | 4,000  | Acres    | 86%              |                      |                        |                      | 3,442             |                    |
| 12E. SF Bay: Develop plans for enhancement of rivers, creeks and watersheds                               | 4      | Plans    | 25%              |                      |                        |                      | 1                 |                    |
| 12F. SF Bay: Enhance riparian and riverine habitat or other watershed functions and processes             | 10     | Projects | 60%              |                      |                        |                      | 6                 |                    |
| 12G. SF Bay: Eradicate non-native invasive species that threaten important habitats                       | 1      | Project  | 100%             |                      |                        |                      | 1                 |                    |
| 13A. SF Bay: Develop plans for projects that provide recreational facilities                              | 3      | Plans    | 100%             |                      | 1                      |                      | 2                 |                    |
| 13B. SF Bay: Implement projects that provide recreational facilities                                      | 6      | Projects | 83%              | 1                    |                        |                      | 4                 |                    |
| 13C. SF Bay: Acquire land for public access or to provide trail corridors                                 | 1,700  | Acres    | 5%               |                      |                        |                      | 86                |                    |
| 13D. SF Bay: Develop plans for completing segments of the San Francisco Bay Trail                         | 10     | Miles    | 20%              |                      |                        |                      | 2                 |                    |
| 13E. SF Bay: Construct segments of the San Francisco Bay Trail  | 15     | Miles    | 0%               |                      |                        |                      |                   |                    |
| 13F. SF Bay: Plan segments of the Bay Area Ridge Trail  | 25     | Miles    | 156%             |                      |                        |                      | 39                |                    |
| 13G. SF Bay: Construct segments of the Bay Area Ridge Trail   | 9      | Miles    | 56%              |                      |                        |                      | 5                 |                    |

| Objective  | Target         | Unit     | Percent Complete       | North Coast Progress | Central Coast Progress | South Coast Progress | Bay Area Progress | Statewide Projects |
|--|----------------|----------|------------------------|----------------------|------------------------|----------------------|-------------------|--------------------|
| 13H. SF Bay: Develop plans for regionally significant public access trails and community connectors  | 2              | Plans    | 150%                   |                      | 1                      |                      | 2                 |                    |
| 13I. SF Bay: Construct regionally significant public trails and community connectors                 | 2              | Projects | 50%                    |                      |                        |                      | 1                 |                    |
| 13J. SF Bay: Designate launch sites for the San Francisco Bay Area Water Trail                       | 25             | Sites    | 100%                   |                      |                        |                      | 25                |                    |
| 13K. SF Bay: Enhance designated launch sites for the San Francisco Bay Area Water Trail              | 10             | Sites    | 110%                   |                      |                        |                      | 11                |                    |
| 13L. SF Bay: Implement projects that expand access for people with disabilities                      | 9              | Projects | 67%                    | 1                    |                        |                      | 5                 |                    |
| 14A. SF Bay: Protect working lands   | 1,000          | Acres    | 0%                     |                      |                        |                      |                   |                    |
| 14B. SF Bay: Implement projects that enhance working lands   | 4              | Projects | 50%                    |                      |                        |                      | 2                 |                    |
| 15A. Communicate a vision for coastal conservation in California                                     | N/A            |          |                        |                      |                        |                      |                   |                    |
| 15B. Participate in regional and statewide collaboratives  | N/A            |          |                        |                      |                        |                      |                   |                    |
| 15C. Support partner organizations through technical assistance and information exchange             | N/A            |          |                        |                      |                        |                      |                   |                    |
| 16A. Prioritize projects that benefit disadvantaged communities                                      | 35% of funding |          | 36% of funding to date |                      |                        |                      |                   |                    |
| 16B. Increase climate change resilience in communities that lack capacity due to systemic inequities | 15             | Projects | 113%                   | 1                    | 1                      | 7                    | 8                 |                    |
| 16C. Increase coastal access for all Californians  | 50             | Projects | 128%                   | 10                   | 13                     | 23                   | 18                |                    |
| 17A. Conduct annual evaluations of the Conservancy's budget  | N/A            |          |                        |                      |                        |                      |                   |                    |

| Objective  | Target | Unit | Percent Complete | North Coast Progress | Central Coast Progress | South Coast Progress | Bay Area Progress | Statewide Projects |
|--|--------|------|------------------|----------------------|------------------------|----------------------|-------------------|--------------------|
| 17B. Evaluate progress towards achieving annual funding targets                    |        | N/A  |                  |                      |                        |                      |                   |                    |
| 18A. Align staff resources with the long-term funding strategy                     |        | N/A  |                  |                      |                        |                      |                   |                    |
| 18B. Maintain project database and complete required reporting to oversight bodies |        | N/A  |                  |                      |                        |                      |                   |                    |
| 19A. Improve web presence to improve transparency and external communications      |        | N/A  |                  |                      |                        |                      |                   |                    |
| 19B. Use our mapping tools to facilitate our work and communications               |        | N/A  |                  |                      |                        |                      |                   |                    |
| 19C. Disseminate summary reports of our accomplishments                            |        | N/A  |                  |                      |                        |                      |                   |                    |