



Memo

Date: January 21, 2021

To: Members of the State Coastal Conservancy

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

CC: Legislative Oversight Members

Subject: 2021 Strategic Plan Progress Report

In November of 2017, the Coastal Conservancy adopted the [2018-2022 Strategic Plan](#). This is our third annual progress report on implementation of the Strategic Plan. This progress report highlights accomplishments under each of the goals in the Strategic Plan. A table showing progress towards achieving each numerical target is attached. While 2020 has been challenging, the Conservancy staff and Board have continued to partner with others to protect and restore coastal resources and provide public access to the coast.

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 over the past three years have helped the Conservancy accomplish objectives within our Protect and Restore the Coast, Climate Ready, and San Francisco Bay Area goals, but we have very little Proposition 1 funding remaining for new projects.

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. A request for proposals for the San Francisco Bay Climate Ready funds was released in November 2020 and projects will be taken to the board starting in 2021.

The annual Explore the Coast grant rounds continue to support the Conservancy's objectives to increase access to the coast for all Californians and improve public understanding of coastal resources. In 2019, a beach wheelchair grant round was held in conjunction with the Explore the Coast grant round and we may repeat this grant round in 2021 or 2022.

Proposition 68 funding and remaining Proposition 84 funding are supporting many of our Strategic Plan objectives, including 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 and 84 funding. In 2019, the Conservancy conducted a targeted request for pre-proposals for the lower-cost overnight accommodation funding in Proposition 68 and will conduct this again in 2021. Proposition 68 funds to support general program goals in the San Francisco Bay Area were appropriated to a single project, limiting anticipated progress towards access and uplands goals in the Bay Area. In the South Coast, Proposition 68 funds were appropriated to the Tijuana River Border Pollution Control Project, limiting progress toward other strategic objectives in the region.

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 fourth annual grant round now and has also developed a community-grants program. The Conservancy Board also authorized the final round of projects this year under a unique partnership with the Marin Community Foundation that has enabled several adaptation projects in Marin County.

Explore the Coast

Coastal Trail (Goal 1)

The Conservancy made good progress in 2020 on the Coastal Trail. We have completed a map of the Coastal Trail network. We are 52% of the way towards our 100% goal for signage of the existing Coastal Trail, passing the halfway mark in 2020 despite the pandemic, thanks to signage work in Sonoma County. We have funded construction of 20 miles of Coastal Trail and design of an additional 18 miles of Coastal Trail. 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 projects funded in 2020 include construction of a missing trail link

between the Crescent City Harbor and the Crescent City waterfront and planning for a 3-mile Coastal Trail segment at Carrington Ranch in Sonoma County.

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 funded in 2020 included:

- Tunitas Creek Beach Acquisition: The Conservancy provided a \$6.2 million grant to San Mateo County to acquire 58 acres of coastal bluff and beach property south of Half Moon Bay and to develop plans to open this remarkably scenic property as a new County Park.
- Avila Pier and Capitola Wharf renovations: The Conservancy approved funding for upgrades to both the Avila Pier and Capitola Wharf that will help these piers survive for several more decades.
- Old Smith Ranch: accessway constructed and opened by the Mendocino Land Trust, providing parking, a picnic area, and 2.1 miles of trails both along the 10 Mile River and connecting to the Coastal Trail at Mackerricher State Park.
- Funding to the Trinidad Coastal Land Trust and the Moat Creek Management Agency to construct ADA improvements at existing accessways at Houda Creek in Trinidad, and Moat Creek in Southern Mendocino, respectively.

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

The Conservancy continued to make progress on planning and construction of waterfront revitalization projects. Work continued on the Crescent City Beachfront Master Plan and funding was authorized to the Ventura Harbor District to install a new crane and storage facilities to support the commercial fishing industry.

The Conservancy completed the Explore the Coast Overnight Assessment in 2019 in conjunction with the Coastal Commission and Department of Parks and Recreation, and after multiple workshops with stakeholders. The plan guides 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 2020, the Board authorized funding for the expansion of the Bureau of Land Management's Mattole Beach campground and for restoration of three additional historic cottages at Crystal Cove State Park.

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, the 2019 grant round funded 31 projects, and the 2020 grant round funded 21 projects. 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 participates in review of grant applications and decision-making and planning for future grant rounds. 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.

Protect and Restore the Coast

Coastal Resource Properties (Goal 5)

The Conservancy continued to make progress towards protection of coastal resource properties and implementing projects that preserve and restore fish and wildlife corridors. In 2020, the Conservancy approved funds to acquire:

- 23.7 acres in the Santa Monica Mountains adjacent to the Ramirez Canyon Campground to provide public access to the campground and a new connection to the Coastal Slope Trail,
- the 191-acre Newland Marsh in the Huntington Beach Wetland Complex,
- the 113-acre Mill Bend at the mouth of the Gualala River in Sonoma and Mendocino Counties in partnership with the Redwood Coast Land Conservancy,
- the 515-acre Dutch Bill Creek Parkway to the south of Monte Rio with Sonoma County Regional Parks, and
- the 366-acre Samoa Dunes and Wetlands on the North Spit of Humboldt Bay in partnership with the Friends of the Dunes.

The Board also authorized funding for the final engineering of the Liberty Canyon Wildlife Crossing, which will cross Highway 101 in Los Angeles.

We have made some progress towards our working lands protection objective. Our continuing partnership with the Land Conservancy of San Luis Obispo County has led to the protection of working and natural lands surrounding the more urban areas of San Luis Obispo County, including Hill Ranch, with a 1,770-acre easement that allows continued low-impact grazing and prohibits subdivision and conversion to vineyards; Nicholson Ranch, with a 717-acre conservation easement adjacent to Hill Ranch; and San Luis Obispo Creek Farms, with acquisition of the 45-acre property that enables the continuation of an organic apple orchard while protecting the high value riparian corridor that runs through the farm. To achieve our working lands protection target, we will need to support large-scale acquisitions on the North Coast in the next two 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. In 2020, the Conservancy authorized over 15 coastal restoration planning or implementation projects, including. The Conservancy authorized implementation of over 15 coastal restoration projects in 2020, including:

- Funding to the City of Eureka to restore over 100 acres of tidal marsh at the mouth of Elk River on Humboldt Bay. The project includes a section of coastal trail, and construction is expected to occur in 2021.
- Funding to California Trout to restore both fish and wildlife habitat and agricultural lands on Cochran Creek and Quail Slough on Humboldt Bay.

- Funding for the first phase of floodplain restoration at Save The Redwood League’s Prairie Creek property adjacent to the community of Orick, Humboldt County, to improved salmonid habitat.
- As part of the Conservancy’s Regional Forest and Fire Capacity Program, funding to support the Amah Mutsun Tribal Band to build a program to bring cultural burning back to their ancestral lands on the Central Coast. The program will be carried out by the Amah Mutsun Land Trust’s Native Stewardship Corps.

Working Lands (Goal 7)

The Conservancy made significant progress on its objectives to implement projects to support working land stewardship, thanks to the Regional Forest and Fire Capacity Program, which has supported multiple planning and implementation projects to improve forest health and increase carbon sequestration. Projects were funded via a block grant from the Natural Resources Agency under the California Climate Initiative. One of the grants, to the Amah Mutsun Tribal Band, is described above. Other grantees include six resource conservation districts, the Golden Gate National Parks Conservancy, and East Bay Regional Park District.

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. With funding from the Department of Conservation, the Conservancy awarded eight grants for planning and implementation projects that will improve forest health and wildfire resilience. We have no funding specifically for Climate Ready work at this point, but Proposition 1, Proposition 68, and Proposition 84 can also support projects that increase climate resilience on the coast using nature-based techniques. Climate adaptation planning and implementation projects funded in 2020 include Barrio Logan Climate Resiliency Community Project with Environmental Health Coalition in San Diego, Palo Alto Horizontal Levee Pilot Project in Santa Clara County, Dirt World Bike Park Urban Greening Project in Richmond, the Elk River Estuary Restoration on Humboldt Bay, and Martin Griffin Preserve Native Coastal Prairie Restoration in West Marin.

Santa Ana River Conservancy (Goals 9 and 10)

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 three 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 four public access facilities and one habitat enhancement project. In 2020 we completed construction of a trail connection at the Prado Dam.

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, next year we will use Environmental License Plate funding to conduct an “Explore the River” grant program on the Santa Ana River.

San Francisco Bay Area Conservancy

Identify and Prioritize Resource and Recreational Goals (Goal 11)

The Conservancy typically continues its support for major regional planning efforts such as the San Francisco Bay Trail, the Bay Area Ridge Trail, the San Francisco Bay Area Water Trail, and the Conservation Lands Network (“CLN,” the regional Uplands Habitat Goals database and tool) every few years. In 2019 the Board authorized additional block or planning grants to the regional trail systems and received an update to the CLN. Staff anticipates requesting support for these and special efforts (such as updates to the Baylands or Subtidal Habitat Goals documents) in the next few years.

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. This is 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, Proposition 68 funds for projects in accordance with the San Francisco Bay Restoration Authority, 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 2020 include planning for the Palo Alto Horizontal Levee, enhancement and stewardship of the Novato Baylands, restoring Lower Walnut Creek in Contra Costa County, sand mining studies, and removal of the Terminal 4 derelict wharf structure offshore of the City of Richmond. In addition, significant progress was made on construction of a levee across the 1,500-acre Bel Marin Keys site (authorized by the Conservancy in August 2019), and the construction will be wrapped up in spring 2021. 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 fish passage designs on Corte Madera Creek (Marin County) and Sulphur Creek (Napa County), east bay rangeland improvements,

additional urban greening that builds on previous projects in Richmond, and a final phase of the Napa River Oakville to Oak Knoll Restoration project.

One of the most significant projects this year was the Conservancy's contribution towards a decades-long effort to permanently protect the open space of the Coyote Valley, a critical linkage between the Santa Cruz Mountains and the Diablo Range for water resource, recreational, and species/habitat corridor values—particularly important as the climate changes. This acquisition by the Santa Clara Valley Open Space Authority secures an area of grazing and agricultural lands south of the urbanized portion of San José that had long been proposed for multiple, large scale housing and office parks developments. The Coyote Valley acquisition also furthered “public access and recreation” and “working lands” goals.

Finally, note that two acquisitions funded in 2019 closed this year (see the Public Access and Recreation section below). Ability to make progress towards protection goals has been limited due to the budget appropriation described above.

Public Access and Recreation (Goal 13)

The Conservancy continues to make progress on objectives related to improving public access and recreation in the Bay Area.

Since the project's inception in 2011, fifty-four Water Trail launch sites have been designated in all nine counties of the San Francisco Bay Area including sites in Oakland, Pittsburg, Mill Valley, Redwood City, San Francisco, Petaluma, Napa, Sausalito, Alameda, Suisun and many more. Four sites were designated in the past year: Candlestick State Park in San Francisco, China Camp State Park in San Rafael, Belden's Landing in Suisun City, and Crane Cove Park in San Francisco. Seven grants have been provided to date to enhance designated launch sites. The recently-completed (spring 2020) City of Berkeley project to purchase and install a new ADA-accessible gangway and dock at the Berkeley Marina has received great community response.

In 2020, the Conservancy supported completion of the Bay Area Ridge trail by providing funds to construct a staging area at Patwino Worrta Kodoi Dihi Open Space Park (formerly Rockville Trails Preserve), and to construct a segment from Bothe-Napa State Park to Calistoga. The Conservancy also funded several trail planning projects, some of which are Priority Conservation Areas as designated by the region's planning agency (ABAG/MTC). The Conservancy celebrated opening of a critical Bay Trail segment in Ravenswood Open Space Preserve in East Palo Alto, which was initiated ten years ago with a planning grant. The San Francisco Bay Restoration Authority's Measure AA funds are also supporting construction of multiple restoration projects, including Bay Trail segments, which is another part of why the Conservancy's support for Bay Trail construction has not been as high as anticipated.

Finally, two acquisitions funded in 2019 that will expand public access and recreation closed in 2020: The 54-acre Cooper Creek addition to the Taylor Mountain Regional Park and Open Space Preserve in Santa Rosa, and the 32-acre Buck's Landing shoreline property near China Camp State Park in Marin County.

Working Lands (Goal 14)

Although the Conservancy supported the “Water for Wildlife-East Bay Rangeland Pond and Trough Enhancement Project” in 2020, the Conservancy remains behind on its objective to protect working lands in the Bay Area (again, related to the budget appropriation). Proposition 68 funds disbursed via the Bay Area “Climate Ready” Program which launched in November of 2020 could potentially support this effort.

Overarching Goals

The five overarching goals in the Strategic Plan describe what the Conservancy needs to achieve 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 in or lead regional and statewide collaboratives to further our goals, including the Coastal Resilience Network, Southern California Wetlands Recovery Project, Santa Ana River and Parkway Committee, San Francisco Bay Joint Venture, and San Francisco Estuary Partnership. The pandemic has made regional collaboration challenging, but our partners and Conservancy staff have adapted to the new world of virtual gatherings.

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 good progress on all three objectives. During the past three years, 34% of our overall funding went to projects located in or directly benefited disadvantaged communities; our goal is 35%. This translates to over \$50 million directed to disadvantaged communities out of the over \$150 million of Conservancy funds authorized in the past three years.

Funding has been authorized for 15 projects to increase climate change resilience in communities that lack capacity due to systemic inequities. Projects funded in 2020 include a grant to The Watershed Project for the Dirt World Bike Park Urban Greening Project in Richmond and a grant to Environmental Health Coalition to develop the Barrio Logan Climate Resiliency Community Project to help reduce climate impacts in a frontline community on San Diego Bay. Funding has been 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-served communities.

In 2020, the Board adopted Justice, Equity, Diversity, and Inclusion (JEDI) Guidelines, which were developed during a public process that included an online survey, five focus groups, a workshop, and discussion at several Board meetings. Staff are implementing the tasks described in the JEDI Guidelines in Action document.

Sustainable Funding Strategy (Goal 17)

As described in the Annual Financial Report presented to the Conservancy Board in September 2020, our financial situation has improved significantly over the past three years, with increased funding for both projects and operation. Certainly, it is an unsettling time in California

and the state budget will be significantly impacted next year. However, past work to diversify and stabilize the Conservancy's support budget leaves the Conservancy in a fair position to weather a recession.

The FY 20/21 budget appropriated \$43.6 million for Conservancy projects, primarily composed of Proposition 68 and Proposition 84 funds. A portion of the Proposition 68 funds for San Francisco Bay was re-appropriated for a specific project. 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 and Habitat Conservation Fund support Strategic Plan objectives as well.

On the support budget side, the past three years have been positive for the Conservancy. The appropriations of over \$2 million annually in Environmental License Plate Fund in FY 18/19, FY 19/20, and FY 20/21 have aided in diversifying and stabilizing our support budget, which includes no General Fund. 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. The Governor has directed all state agencies to plan for a 5% reduction in their support budgets in FY 21/22. We are working with Natural Resources Agency and Department of Finance to plan for these reductions.

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, and knowledge transfer 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. Management team will undertake a succession planning effort with CalHR starting in 2021.

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 2020, we advanced our transparency and accountability goals.

- The Project Database, Project Viewer, and Map Collaborator continue to aid us in understanding, reporting, and sharing information about our project work.
- We 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 16% and our Facebook following by 3% in 2020.
- In 2020, the Conservancy hosted four knowledge-sharing webinars open to the general public - Greening Without Gentrification, Coastal Conservancy draft Justice, Equity, Diversity, and Inclusion (JEDI) Guidelines, An Overview of CEQA for Conservation Projects, and Conservation Lands Network 2.0 – attended live by over 800 people and recorded to be available for viewing at any time.
- We continued to update our grant application processes to make our funding more accessible and our decision-making process more transparent.
- As the Conservancy adapted to statewide shelter in place orders, we developed new ways for our staff to work, for our partners to fulfill the obligations of their grants, and for members of the public to attend and participate in our meetings.

Objective	Target	Unit	Percent Complete	North Coast	Central Coast	South Coast	Bay Area	Statewide
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	78%	10	4	1		
01D. Construct new CCT trail segments	20	Miles	19%	2	2			
01E. Secure property for development of CCT	7	Projects	43%	1	1	1		
01F. Sign the Coastal Trail	100	Percent Signed	52%		2	1		
02A. Expand barrier free access to coast	16	Projects	225%	10	13	8	5	
02B. Open new coastal areas to the public	14	Projects	57%	4	2	2		
02C. Design coastal recreational facilities	13	Designs	138%	4	8	6		
02D. Construct or reconstruct coastal recreational facilities	13	Facilities	92%	3	5	4		
02E. Design regional and river parkway trails that connect to coast	8	Plans	88%	1	4	2		
02F. Construct regional and river parkway trails that connect to coast	10	Miles	16%	1		1		
02G. Acquire land for new coastal accessways	5	Projects	100%	1	2	1	1	
03A. Develop waterfront revitalization plans	7	Plans	57%	1	1	2		
03B. Implement waterfront revitalization projects	5	Projects	100%		2	2	1	
03C. Complete Lower-Cost Accommodations Plan	1	Plans	100%					1
03D. Design Lower Cost Accommodations	160	Rooms/Campsites	104%	18	72	77		
03E. Create Lower Cost Accommodations	195	Rooms/Campsites	53%	8		96		
03F. Develop programs to implement LCOA Plan	3	Programs	0%					
04A. Support programs and events that improve public understanding of coastal resources	105	Program	98%	13	18	51	21	
04B. Support the design and installation of interpretive or educational displays	30	Exhibits	67%	1	5	14		
04C. Construct or improve regional environmental education centers	3	Centers	33%		1			
05A. Protect significant coastal and watershed resource properties	11,000	Acres	52%	902	2610	1656	515	
05B. Protect working-lands	14,500	Acres	9%		1244			
05C. Implement projects that preserve and restore fish and wildlife corridors	16	Projects	81%	4	3	5	1	
06A. Develop restoration and enhancement plans for coastal habitats	35	Plans	131%	10	13	14		9

Objective	Target	Unit	Percent Complete	North Coast	Central Coast	South Coast	Bay Area	Statewide
06B. Restore or enhance coastal habitats	4,180	Acres	75%	2241	725	183		
06C. Develop plans to preserve and enhance coastal watersheds and floodplains	30	Plans	117%	11	15	8	1	
06D. Implement projects that preserve and enhance coastal watersheds and floodplains	40	Projects	73%	9	3	17		
06E. Implement projects to improve fish habitat	45	Projects	40%	11	5	2		
06F. Complete plans to improve coastal water	17	Plans	47%	2	3	3		
06G. Implement projects to improve coastal water quality	28	Projects	39%	4	3	4		
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	53%	1	6			9
07B. Implement projects to enhance working lands	17	Projects	71%	3	1	1		7
08A. Conduct climate change vulnerability assessments and develop adaptation plans	12	Study	42%	2		1	2	
08B. Plan climate change adaptation projects	21	Plans	157%	4	2	7	14	6
08C. Implement climate change adaptation projects.	28	Projects	129%	3	2	11	13	7
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	8%			1		
09C. SAR: Design public access facilities along Santa Ana River Trail	6	Projects	133%			8		
09D. SAR: Construct public access facilities along Santa Ana River Trail	6	Projects	50%			3		
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	50%			2		

Objective	Target	Unit	Percent Complete	North Coast	Central Coast	South Coast	Bay Area	Statewide
11A. SFBay: Identify and prioritize resource and recreational goals	2	Plans	100%		1		1	
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	5%				321	
12C. SF Bay: Develop plans for enhancement of wetland, subtidal, and upland habitat	5	Plans	300%				15	
12D. SF Bay: Enhance wetland, subtidal, and upland habitat	4,000	Acres	90%				3619	
12E. SF Bay: Develop plans for enhancement of rivers, creeks and watersheds	4	Plans	100%				4	
12F. SF Bay: Enhance riparian and riverine habitat or other watershed functions and processes	10	Projects	140%				14	
12G. SF Bay: Eradicate non-native invasive species that threaten important habitats	1	Projects	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	100%	1			5	
13C. SF Bay: Acquire land for public access or to provide trail corridors	1,700	Acres	49%				836	
13D. SF Bay: Develop plans for completing segments of the San Francisco Bay Trail	10	Miles	98%				9	
13E. SF Bay: Construct segments of the San Francisco Bay Trail	15	Miles	0%					
13F. SF Bay: Plan segments of the Bay Area Ridge	25	Miles	156%				39	
13G. SF Bay: Construct segments of the Bay Area Ridge Trail	9	Miles	112%				10	
13H. SF Bay: Develop plans for regionally significant public access trails and community connectors	2	Plans	200%			1	3	
13I. SF Bay: Construct regionally significant public trails and community connectors	2	Projects	200%				4	
13J. SF Bay: Designate launch sites for the San Francisco Bay Area Water Trail	25	Sites	40%				10	

Objective	Target	Unit	Percent Complete	North Coast	Central Coast	South Coast	Bay Area	Statewide
13K. SF Bay: Enhance designated launch sites for the San Francisco Bay Area Water Trail	10	Sites	50%				5	
13L. SF Bay: Implement projects that expand access for people with disabilities	9	Projects	100%	1			8	
14A. SF Bay: Protect working lands	1,000	Acres	24%				235	
14B. SF Bay: Implement projects that enhance working lands	4	Projects	300%				12	
15A. Communicate a vision for coastal conservation in California	0	N/A						
15B. Participate in regional and statewide collaboratives	0	N/A						
15C. Support partner organizations through technical assistance and information exchange	0	N/A						
16A. Prioritize projects that benefit disadvantaged communities	35	Percent of Funds	34%					
16B. Increase climate change resilience in communities that lack capacity due to systemic	15	Projects	127%	1	1	8	9	
16C. Increase coastal access for all Californians	50	Projects	164%	13	20	27	22	
17A. Conduct annual evaluations of the Conservancy's budget	0	N/A						
17B. Evaluate progress towards achieving annual funding targets	0	N/A						
18A. Align staff resources with the long-term funding strategy	0	N/A						
18B. Maintain project database and complete required reporting to oversight bodies	0	N/A						
19A. Improve web presence to improve transparency and external communications	0	N/A						
19B. Use our mapping tools to facilitate our work and communications	0	N/A						
19C. Disseminate summary reports of our accomplishments	0	N/A						