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DELTA STEWARDSHIP COUNCIL

A California State Agency

March 18, 2016

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Re: Delta Independent Science Board's (Delta ISB) review of the Delta Stewardship Council's (Council) process for refining performance measures in the Delta Plan

Dear Dr. Lund:

The Delta Stewardship Council wishes to extend our sincere thanks to the Delta ISB for its thorough review of the Council's process to refine the performance measures in the Delta Plan. In your letter of February 17, 2016, the Delta ISB provided important feedback regarding the staff's approach for developing, improving, assessing, and reporting on the measures. The input not only improved our understanding of the scientific basis of good performance measures but also validated the Council's approach to successful implementation of its performance management program.

We appreciated that your comments and suggestions for improvements were supportive, insightful, and timely. This prompt response enabled us to include your feedback and staff's response to that feedback in our report to the Council at the February 2016 meeting. The Council adopted the entire suite of the refined performance measures at the February meeting, a significant milestone for the team that would not have been possible without the assistance and support of the Delta ISB and other partners and colleagues.

Although we included responses to your comments in the February 2016 staff report, we would like to take this opportunity to reply directly to the Delta ISB. In summary, the Delta ISB expressed general support for the process, suggested six minor improvements to the process, and provided some additional thoughts about next steps. Here are our responses to the suggested improvements.

- 1. Explain more fully the criteria for selecting and assessing the metrics, and document how the criteria were applied in the selection of each metric.**

Our response: Staff began with the performance measures provided in the Delta Plan,

"Coequal goals" means the two goals of providing a more reliable water supply for California and protecting, restoring, and enhancing the Delta ecosystem. The coequal goals shall be achieved in a manner that protects and enhances the unique cultural, recreational, natural resource, and agricultural values of the Delta as an evolving place."

– CA Water Code §85054

and evaluated the extent to which they aligned with the Delta Plan's goals and strategies. Staff went through a multi-step process to assess the following:

Step 1. Is the performance measure useful in evaluating a Delta Plan strategy? If so, the performance measure was retained, with minimal refinement. If not, the measure was significantly refined or removed.

Step 2. Is every Delta Plan strategy evaluated by a performance measure? If not, new measures were developed to provide adequate coverage for all of the strategies.

In cases where new performance measures were needed, conceptual relevance of the performance measure was the primary criterion used to guide selection. In addition, staff conducted research to identify and confirm data sources and partners to assist in future data collection, analysis and interpretation. Current and expected future data availability, as well as scalability and responsiveness to management actions, were factors in the selection of metrics. Staff has documented all of the comments received and the reasoning supporting changes to performance measures for internal project management purposes.

2. Aim for metrics that are stable and consistent.

Our response: Staff agrees with the suggestion to aim for metrics that are stable and consistent, but, as mentioned above, has asked the Council for flexibility to make non-substantive changes to the metric portions of the performance measures in response to new data sources or technological advances. Staff proposes that such alterations would result in metrics that are functionally equivalent or better than the existing metrics.

3. Say more about the reviews from subject experts.

Our response: The 65 subject experts surveyed from October 28 to November 19, 2015 were selected based on staff research and recommendations from other experts. The survey had a 52% response rate. The survey was then opened to the general public for additional input. In addition, staff held a public workshop on November 9, 2015 that was attended by 34 people, including 17 in person and 17 remotely via internet. The input from the survey and workshop was used to refine the performance measures in order to prepare the draft that was presented to the Council and the public at the December 2015 Council meeting. Staff received significant additional public comment on the December 2015 draft, during the public comment period which ran from December 17, 2015 to January 22, 2016. All comment letters were posted to the Council's website, providing documentation of the wide range of opinion regarding the performance measures. In addition, Delta ISB review of the process for developing performance measures took place from December 2015 to February 2016.

4. Clarify the status of the metrics.

Our response: The performance measures, along with their metrics, baselines, and targets, were refined in response to input from the Council's Lead Scientist and other Science Program staff, Council input, and public comments. They were then presented to the Council on February 25th, 2016. During that meeting, the Council formally adopted all of the staff's recommended changes to the performance measures as an amendment to the 2013 Delta Plan.

5. Obtain independent review of draft updates and refinements before implementation.

Our response: In light of the significant stakeholder, expert, and extensive public comment process (including a public workshop and two public Council meetings), staff recommended that the Council adopt new and refined performance measures at the February 2016 meeting. Staff further recommended that additional independent review be conducted during the implementation phase.

6. Similarly, obtain independent review of the performance appraisal results and reporting.

Our response: Staff welcomes independent review of the performance appraisal results and reporting.

Your review also included other helpful considerations with respect to the work that lies ahead. Staff intends to follow these suggestions by working closely with the Lead Scientist and Delta Science Program staff to ensure that appropriate methods of data analysis and interpretation are used. Insights gained from performance reporting will be used to inform Delta Plan amendments, as well as future updates to the Delta Plan required by the Delta Reform Act (Water Code section 85300(c)). As mentioned above, we welcome independent review of the performance measures during the appraisal results and reporting phase.

As noted in your letter, "...the Council is undertaking an innovative effort that is both scientifically and institutionally difficult, but which is also essential." We greatly appreciate the time you have taken to guide this important endeavor. We look forward to providing additional material for your review during the next phase of tracking and reporting on the Delta Plan's implementation progress.

Sincerely,



Jessica Davenport
Acting Deputy Executive Officer

Attachment

The Delta Stewardship Council



Report to the Delta Independent Science Board:

Process for Refinement and Update of Delta Plan Performance Measures *(Update to the Jan. 6, 2016 Version)*

Version 3, February 18th, 2016

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Attachment 1 –Performance Measures Public Survey (template)

Purpose

The Delta Stewardship Council is undertaking a long-term project to refine and update existing Delta Plan performance measures. The project status was presented to the Delta Independent Science Board (DISB) on December 10, 2015. In that meeting, Council staff requested DISB's feedback on the scientific approach to the project, and more specifically the process being applied for refining existing output/outcome (not 'administrative' type) performance measures. The DISB agreed to accept this charge and, in support of its review, requested a document describing the process being used to assess, refine and develop these performance measures. This report has been developed for that purpose.

Background

Delta Reform Act/Delta Plan

The Delta Reform Act of 2009 requires the Delta Plan to include performance measures that enable the Delta Stewardship Council (Council) to track progress in meeting Council objectives. These performance measures are to include quantitative or other "measurable assessments of the status and trends" of the health of the Delta, as well as the reliability of the state's water supply exported from the Sacramento and San Joaquin river watersheds (Water Code sections 85211 and 85308). Specifically these sections state:

85211 – The Delta Plan shall include performance measurements that will enable the council to track progress in meeting the objectives of the Delta Plan. The performance measurements shall include, but need not be limited to, quantitative or otherwise measurable assessments of the status and trends in all of the following:

- (a) The health of the Delta's estuary and wetland ecosystem for supporting viable populations of aquatic and terrestrial species, habitats, and processes, including viable populations of Delta fisheries and other aquatic organisms.*
- (b) The reliability of California water supply imported from the Sacramento River or the San Joaquin River watershed.*

85308 - The Delta Plan shall meet all of the following requirements:

- (a) Be based on the best available scientific information and the independent science advice provided by the Delta Independent Science Board.*
- (b) Include quantified or otherwise measurable targets associated with achieving the objectives of the Delta Plan.*
- (c) Where appropriate, utilize monitoring, data collection, and analysis of actions sufficient to determine progress toward meeting the quantified targets.*
- (d) Describe the methods by which the council shall measure progress toward achieving the coequal goals.*
- (e) Where appropriate, recommend integration of scientific and monitoring results into ongoing Delta water management.*

(f) Include a science-based, transparent, and formal adaptive management strategy for ongoing ecosystem restoration and water management decisions.

In compliance with the Act, the Council's Delta Plan includes a suite of performance measures (159 total) organized by Delta Plan goal and strategy. The Delta Plan (2013) defines performance measures in three types: Administrative performance measures (118) are used to track various actions recommended by the Delta Plan. Output performance measures (21) are used to track results of administrative actions. Finally, outcome measures (20) are included for tracking the impacts of those actions.

Performance measures are critical to implementing the Delta Plan because they allow the Council to track how well the goals of and strategies in the Plan are being achieved and how conditions in the Delta are changing through implementation of the regulatory policies and recommendations within the Plan. Performance measures allow us to detect changes due to successful implementation of policies and recommendations, but also identify those policies or recommendations that require attention or revisions to be more effective and timely.

Performance Measures Defined

The Delta Plan defines a "performance measure" as;

A quantitative or qualitative tool to assess progress toward an outcome or goal. The Delta Plan must include performance measurements that will enable the Delta Stewardship Council to track progress in meeting the objectives of the Plan. Performance measures must include, but need not be limited to, quantitative or otherwise measurable assessments of the status and trends in all of the following:

- (1) The health of the Delta estuary and wetland ecosystem for supporting viable populations of aquatic and terrestrial species, habitats, and processes, including viable populations of Delta fisheries and other aquatic organisms.
- (2) The reliability of California water supply imported from the Sacramento River or the San Joaquin River watershed. (Delta Plan p. 314)

A metric defines the unit of measure and other characteristics for tracking aspects of performance over time to better ensure progress in implementing the Delta Plan's goals and strategies. An example of a metric would be the acreage of each habitat type that has been constructed in restoration projects. This metric would be tracked quantitatively, as a **trend**, over time. The metric is also used to define historical **baselines** (reference points) for comparison over time. An example would be the area of each type of habitat that had been restored by May 2013, when the Delta Plan was adopted. The difference between the baseline and the current area would measure the change for each habitat type. Finally, the metric is used in setting a future **target**. Examples would be restoration of 8,000 acres of tidal wetland and 17,000 to 20,000 acres of floodplain habitat. Targets can also be represented as trends (upward or downward) and with or without a specific numerical value, for example, a steady increase or a 20% increase every year.

Using metrics to compare trends against baseline and targets reveals progress or lack of progress, and is critical to the implementation of a performance measure. Developing metrics

depends, in part, on available data and information, current policy decisions or regulatory requirements, and desirable or known outcomes. These are a few of many metadata elements needed for finalizing a measure for reporting. Qualitative attributes are also important for communicating 'what it all means' clearly (e.g., What does the data tell us about the system? Is the Delta Plan working?).

Unique aspects of the Delta Plan are reflected in the overall approach and the Data Sheet that staff has developed to refine and update the Plan's performance measures. The Plan's content is not only comprehensive but also includes a suite of performance measures that cuts across complex topics. This complexity required staff to develop a framework to refine the Plan's unique suite of performance measures. In doing so, the team considered various published endeavors involving similar performance indicators, planning, development, and reporting methods, and combined it with an approach that would work best for the Delta Plan. A few of these publications are listed in the Process Overview section below and are referenced elsewhere in this report.

Refinement of Performance Measures: Benefits and Challenges

The Council recognized that the performance measures presented in the Delta Plan approved in May 2013 require further assessment and improvement in preparation for their use in tracking Delta Plan progress. For this reason, the Council in December 2013 embarked on a project to more fully assess, document and, where needed, refine the measures listed in the Plan. Full reporting (implementing) of these measures imparts many potential benefits and challenges, including:

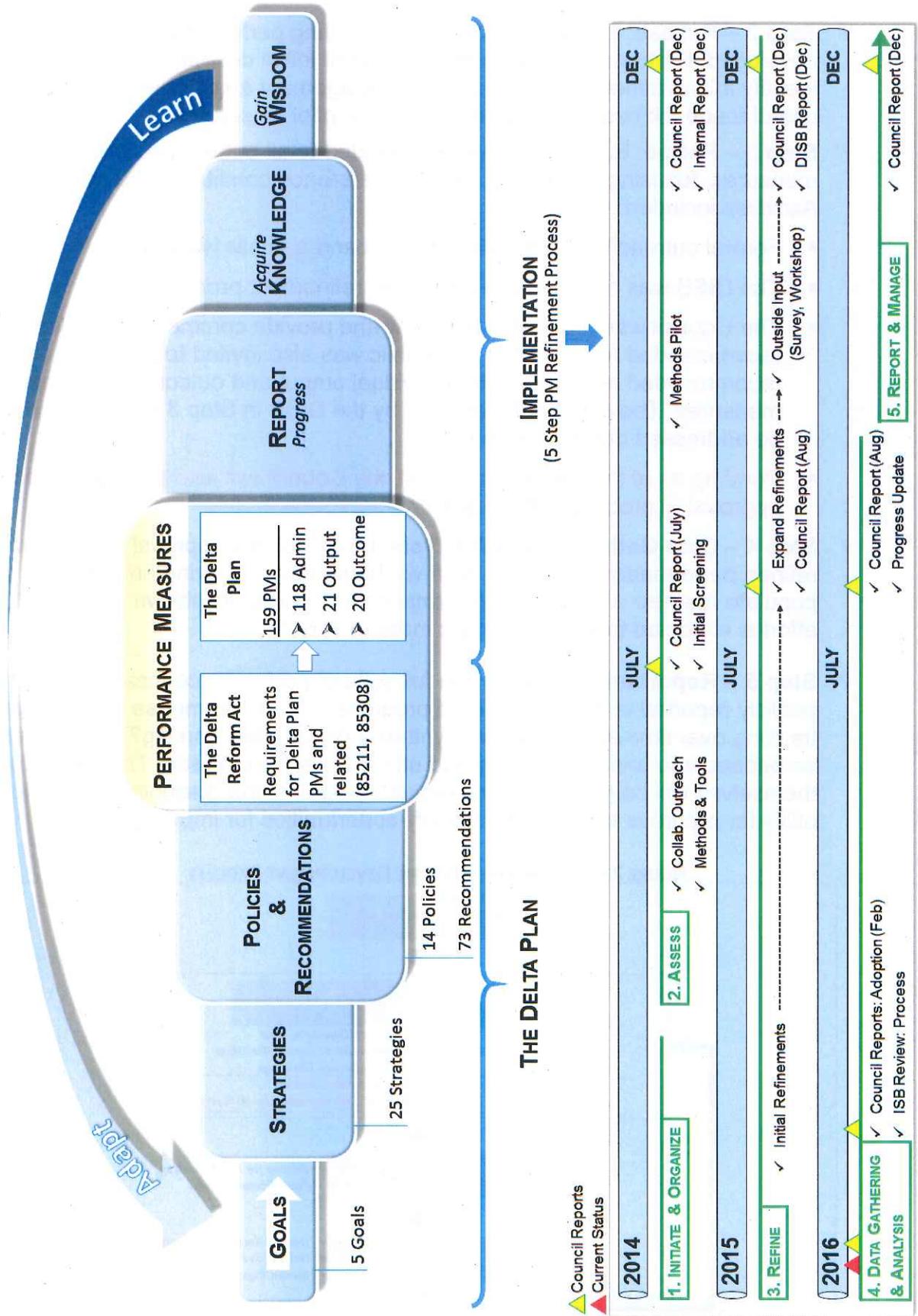
- Benefits to obtain:
 - ✓ Ability to track Delta Plan progress, in both quantitative and qualitative terms, while also supporting government transparency.
 - ✓ Integration and collaboration with other agencies and their related efforts.
 - ✓ Building a performance-focused organization.
- Challenges to anticipate/mitigate:
 - ✓ Data access and sharing.
 - ✓ Consistency among varied approaches and messages, and across different agencies and programs.
 - ✓ Resistance to 'buy in' among agencies or stakeholders. Inter-agency collaboration will be key. A shared understanding must enable partner agencies to agree on how Delta Plan performance measures will be used and who will have implementation roles and responsibilities.

Process Overview

This section introduces the tailored framework for this project and the processes for implementing Delta Plan performance measures. Each step in the process is then described in the sections that follow.

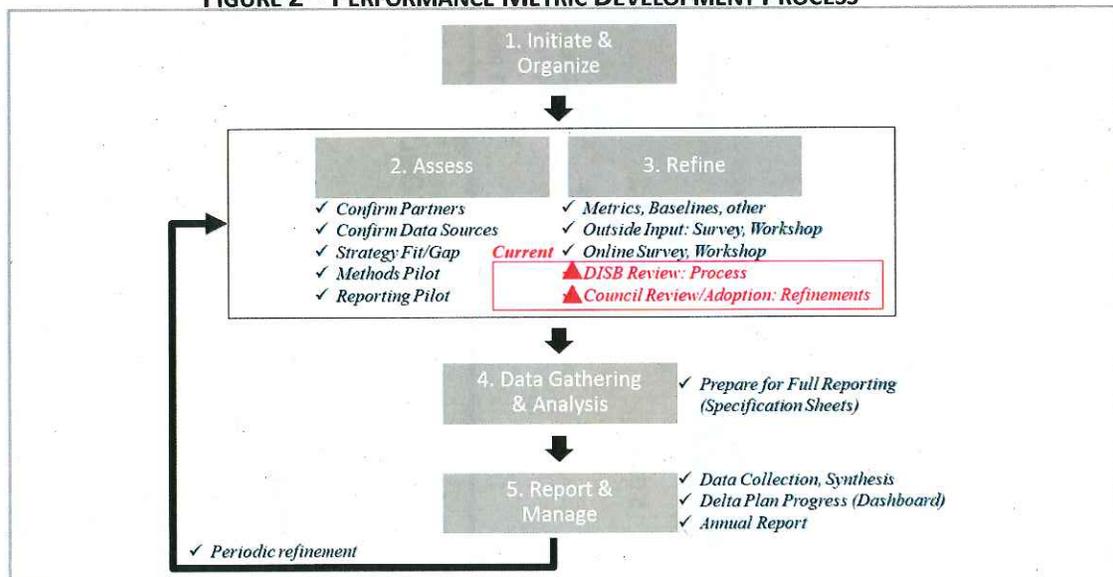
- **Research** – The process development team drew upon seven years of involvement in the Bay-Delta system starting with the CALFED Bay-Delta program plus other similar performance management efforts to refine the process. Several outside efforts reviewed, include the following (full citations under ‘References’):
 - ✓ **CA Water Sustainability Indicators Framework (2014)**: Council staff adapted this framework as a tool for updating the performance measures in the Delta Plan (see Figure 1).
 - ✓ **Framework for Integrating and Communicating Watershed Health Indicators for the San Francisco Estuary (2011)**: Including screening criteria and candidate measures (indicators).
 - ✓ **South Florida, Kissimmee River Restoration Studies (2005)**: Including an approach to establish a baseline.
 - ✓ **California Sierra Nevada Conservancy, Indicators/Performance Measures Governance and Implementation Plan (2009)**: Including data sheets/criteria and overall approach to measures/indicators development and ongoing management.
- **Figure 1: Performance Management Framework** – The framework illustrates how performance measures (PMs) will be iterated with data collection, synthesis and decision support/learning. Performance measures must be allowed to adapt as the understanding of the system and/or condition changes over time. The need to adapt is especially critical with severe drought, climate change and other recent significant changes in hydrological conditions and water policy.
- **Figure 2: Performance Measures Refinement Process** – The figure lists the key process steps for implementing the measures. The process is summarized in Figure 2 and described more fully in the sections that follow. These steps have been tailored specifically to performance measures in the 2013 Delta Plan. The process is geared toward more fully specifying existing measures, and, where needed, refining or adding new measures.
 - ✓ **Step 1 – Initiate and Organize**: Formal startup materials were developed, including project charter, work plan, schedule, and resource/communication plan. Kickoff meetings were held with Council planning staff, subject matter experts and the executive steering committee made up of Council executive managers from various programs, including the Delta Science Program.

Figure 1: Delta Plan Performance Management Framework and Implementation Process



- ✓ **Step 2 – Assess:** Methods for assessing existing performance measures were developed. Performance measures underwent initial criteria-based screening to identify initial refinement opportunities. Management and Council reports provided useful feedback based on a select subset of ‘pilot’ measures.
- ✓ **Step 3 – Refine:** Refinements were expanded to all output/outcome performance measures, focusing on metrics, baseline/reference conditions and source data. Activities included:
 - Formal outreach utilized online surveys and a public workshop.
 - The DISB was requested to review the refinement process.
 - The Council was requested to review and provide comment on the list of recommended refinements. The public was also invited to comment on the recommended refinements for individual output and outcome performance measures. The comments received by the DISB in Step 3 regarding process will be addressed during this period.
 - **Pending as of the date of this report, the Council will also be requested to provide approval to proceed with Step 4.**
- ✓ **Step 4 – Data Gathering and Analysis:** Upon Council approval of the new and refined performance measures, staff will begin data gathering and analysis to populate the new and refined performance measures. As shown in Figure 1, this effort is expected to span five or six months in 2016.
- ✓ **Step 5 – Report and Manage:** The full suite of performance measures will then be publicly reported to track Delta Plan progress. This will comprise quantitative tracking over time and qualitative synthesis (Is the plan working?). Measures will be embedded into annual reporting and other Council processes. The measures themselves will be periodically re-evaluated against the screening criteria to confirm utility for progress tracking and identify opportunities for improvement.

FIGURE 2 – PERFORMANCE METRIC DEVELOPMENT PROCESS



Step 1: Initiate and Organize

Industry standard project management methods are applied throughout the project (Project Management Institute, 2013). Accomplishments include documenting and obtaining approval of the following:

- Comprehensive Project Management Plan – This includes a project Charter document, Statement of Work, critical path timeline, and communications plan.
- Guiding Framework – This is based on review of other similar efforts (see ‘References’), combined with the team’s direct professional experience. The framework is portrayed in Figure 1.
- Document Library – The team consolidated Delta Plan documentation and applicable related documents and research.
- Glossary of Terms – The team worked with the Delta Science Program in documenting performance measurement and related terminology.
- Initial Screening Criteria – Based on the team’s direct experience and research of similar efforts, screening criteria were tailored to the unique needs of this project. These are outlined below in Figure 3. Criteria are used for selecting performance measures and helping to identify refinement recommendations.
- Management Interviews – Focused primarily on internal management personnel, but also included interviews with select outside stakeholders.

**FIGURE 3 – PERFORMANCE MEASURES SCREENING CRITERIA,
TAILORED FOR DELTA PLAN PERFORMANCE MEASURES**

➤ **Core Screening Criteria:**

- Metric/expectation
- Baseline, Reference condition
- Target
- Conceptual Relevance
- Transferability
- Spatial scale
- Temporal scale
- Assumptions/model

➤ **Decision Support Criteria:**

- Informs management actions
- Interpretation/Understandability
- Tells a story (qualitative)
- Scalability (aggregate/disaggregate)
- Responsive/sensitive to stressors
- Best Available Science ~ relevant to conditions

➤ **Data Criteria:**

- Format, frequency, ownership
- Quality-assured, availability, traceability, documentation
- Comparability
- Documented uncertainty
- ‘Cost’ to collect/synthesize

Step 2: Assess

The initial assessment step is for several objectives: to confirm methods through an initial proof-of-concept pilot analysis; to confirm the collaboration of partners, as the data they hold is key to performance reporting; and to perform an initial screening of performance measures to help identify major areas of focus.

2.1 Confirm Collaboration Partners/Data Sources

A guiding principle was to leverage the data managed/owned by other organizations or partner agencies. The scope of the Delta Plan and its performance measures is extensive, and so is the variety of data needed in tracking performance over time. Many partner agencies already collect, synthesize, and 'report' on data related to Delta Plan policy goals. It was therefore vital that an early step in the project map out the types of data likely to be required in Delta Plan performance tracking and then to confirm the departments/programs responsible for that data.

This involved the following:

- **Outreach Meetings** – The project team conducted numerous conference calls and meetings with partner agencies and programs. Figure 4 provides a representative example of the wide array of efforts involved in Delta issues and data collection. Each of these programs was considered as a potential data source and possible opportunity for collaborative/interagency progress reporting.
- **Data Specification** – The Data Sheet includes fields for fully documenting data needs for the performance measure. This includes documenting 'what' data are needed, 'who' owns the data, 'format', 'frequency', and related issues.
- **Data Synthesis Procedures** – The procedural steps for collecting and synthesizing source data are defined. This includes identifying the role of outside agencies who house/own the source data.

FIGURE 4 – DELTA INTERAGENCY COLLABORATIVE EFFORTS RESEARCHED
(representative sample)

➤ **Collaborative Working Groups:**

- CA Water Quality Monitoring Council (CWQMC)
- CA Estuary Monitoring Workgroup (CEMW)
- CA Wetlands Monitoring Workgroup (CWMW)
- Data Management Group
- Healthy Streams Partnership
- San Francisco Estuary Partnership (SFEP)

➤ **Planning and Data Resources:**

- CA EcoRestore
- CA WaterFix
- Water management plans (urban, agricultural)
- State of the Estuary Report (SotER)
- Bay Delta Water Quality Control Plan
- Delta Plan
- CA EcoAtlas
- Delta Landscapes Project
- Sac.-SJ Delta Historical Ecological Study
- CA Wetlands Portal (Wetland Tracker)
- Delta Regional Monitoring Program (Delta RMP)
- Delta Economic Sustainability Plan
- Comprehensive Conservation Mgt. Plan (CCMP)

➤ **Other Multi-Agency Plans and Programs:**

- Fish Restoration Program Agreement (FRPA)
- Ecosystem Restoration Program (ERP)
- Central Valley Flood Protection Plan (CVFPP)
- Delta Land Use and Resource Management Plan
- CVRWQCB Water Quality Control Plan
- Delta Science Plan
- Interagency Ecological Program (IEP)
- Environmental Monitoring Program (EMP)
- Delta Vision

2.2 Perform Initial Strategy Fit/Gap Screening

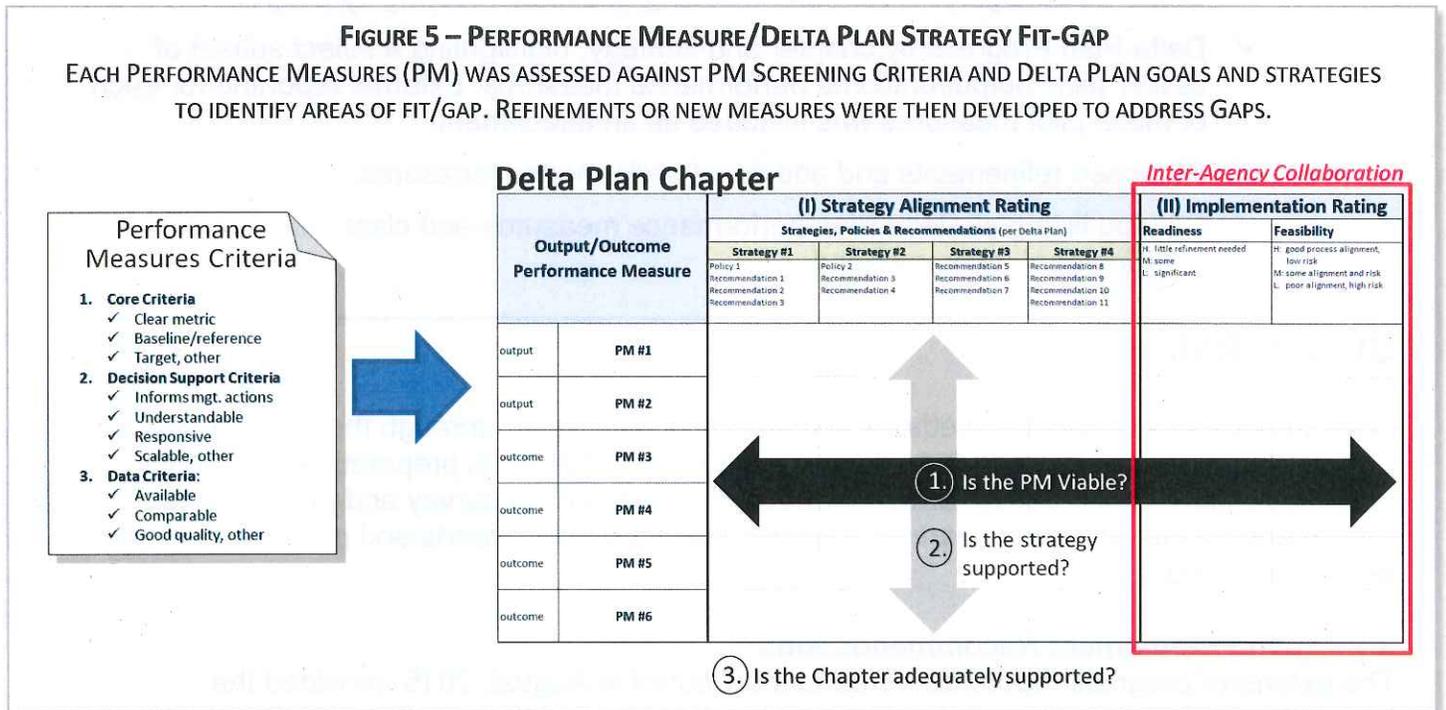
All output/outcome measures were assessed against screening criteria, Delta Plan policy chapters (Goals), and strategies to answer three broad questions:

- Is the measure viable? – Sessions were held with Council subject matter experts (planning and science staff). These sessions discussed the degree to which the measure, as documented in the Delta Plan, helped inform progress against each Strategy. An implementation rating was also drafted, which reflects readiness (how much refinement is needed) and feasibility to implement (high, medium, or low effort/risk).
- Is the strategy supported? – The team also considered the degree to which each strategy was supported by one or more performance measures. Will the measures, when implemented, inform management strategy decisions? Gaps are flagged as focus areas for identifying candidate ‘new’ measures.
- Is the Delta Plan goal supported? – The team reviewed the entire suite of measures supporting each Delta Plan policy chapter (Goal) to identify any additional gaps where new performance measures might be needed.

As an initial screening, this strategy fit/gap review helps to identify main areas for potential refinement.

FIGURE 5 – PERFORMANCE MEASURE/DELTA PLAN STRATEGY FIT-GAP

EACH PERFORMANCE MEASURES (PM) WAS ASSESSED AGAINST PM SCREENING CRITERIA AND DELTA PLAN GOALS AND STRATEGIES TO IDENTIFY AREAS OF FIT/GAP. REFINEMENTS OR NEW MEASURES WERE THEN DEVELOPED TO ADDRESS GAPS.



2.3 Methods Proof-of-Concept ('Pilot')

This step helps confirm the viability and rigor of process and methods. First, the criteria defined in Step 1 are applied to an initial subset of ten Performance Measures. This results in a completed 'Performance Measure Data Sheet' for each pilot measure. Supporting analysis (implementation considerations) and sample reporting are also documented. These results are

then consolidated and documented in a comprehensive internal report, which is then reviewed by senior executive management. Feedback is obtained and methods are refined where needed. Accomplishments include:

- Pilot Measures Full Specification – Two measures are selected from each Delta Plan chapter, having good alignment with the Council's priorities and also good opportunity for interagency coordination/collaboration.
- Performance Measures Internal Management Report (December 2014) – The report was first distributed internally for management review/feedback. In addition to the full specification and supporting analysis of ten output/outcome performance measures, the contents also included full progress reporting related to Administrative Performance Measures and tracking capabilities/tools. The content was then updated in 2015 and used in developing and delivering the August 2015 Council staff report.

2.4 Reporting Proof-of-Concept ('Pilot')

Based on management input, the team revised its methods and then focused attention in developing draft recommendations for refining measures and reporting progress. This involved a comprehensive status update for the Council during the August 2015 council meeting.

- Performance Measures Staff Report (August 2015) – Contents included:
 - ✓ Delta Plan Progress Overview, including qualitative scoring by chapter.
 - ✓ Delta Plan Progress by chapter and strategy, highlighting a select subset of seven 'pilot' output/outcome performance measures. External reporting for each of these pilot measures was included as an attachment.
 - ✓ Proposed refinements and additional performance measures.
 - ✓ Catalog listing all Delta Plan performance measures and classifying the degree of refinement recommended.

Step 3: Refine

Once the overall approach to methods and reporting were vetted through the proof-of-concept pilot in Step 2, the team expanded refinement recommendations in preparation for Council review/adoption. This included formal outreach (including online survey and public workshop) to help ensure the opinions of partner agencies/subject matter experts and public stakeholders were considered.

3.1 Expand Refinement Recommendations

The extensive progress report, delivered to the Council in August, 2015, provided the foundation for further refining output/outcome performance measures. Between September and December 2015, staff worked closely with Council planning staff and subject matter experts in expanding refinements for each measure in the following areas. For each chapter, a series of iterative meetings was held, evaluating each measure against the screening criteria.

- Wording changes – Wording changes varied, depending on the need to better align the measure statement to the Delta Plan strategy the performance measure supports.

- Metric – Metrics are vital to quantitatively tracking progress over time. Where applicable, metrics are compared to baseline/reference conditions and future targets.
- Baseline/Reference Condition – A standard or benchmark is needed for comparing with the current condition.
- Data Source – A reliable data source is needed for tracking performance metrics. This will allow for examining progress and/or trends against a reference condition. Data source, quality, duration, and dependability are also vital for evaluating the potential usefulness of performance measures.
- Additional measure needed – Where a Delta Plan strategy was identified as not adequately assessed by a performance measure (see Step 2.2, strategy fit/gap screening), an additional ‘new’ measure was identified to address the gap.
- Reclassify needed – Reclassifying a performance measure is useful if the original performance measure is no longer identified as an output/outcome performance measure, but is more useful as an administrative measure.

3.2 Obtain Delta Science Program (DSP) Input

The results of Step 3 were then synthesized in a draft comprehensive catalog of new and revised output/outcome performance measures by chapter. This catalog was then reviewed by the Lead Scientist of the Delta Science Program (DSP). A series of meetings of the Lead Scientist and DSP staff members resulted in additional refinements.

3.3 Obtain Outside Feedback

The expanded refinements from Step 3.2 were then prepared for outside input, including:

- Calls with specific outside experts – Additional comments not obtained elsewhere (e.g. through the online survey or public workshop) on the revised recommendations were solicited through one-on-one calls. For example, staff with the Sacramento Regional County Sanitation District discussed Chapter 6 performance measures dealing with water quality, particularly pesticides and nutrients.
- Collaborative Meetings/Conference Calls – Many collaborative meetings with internal experts to the Council’s staff and with other state implementing agencies were held and comments incorporated (e.g. the Delta Protection Commission helped develop new measures on Delta as Place). A prime example of collaborative conference calls is the Chapter 3 *Water Reliability* review with the Department of Water Resources (DWR). DWR provided input concerning which performance measures for Chapter 3 had appropriate metrics, targets and baselines and which did not.
- Tailored Online Survey – The revised recommendations to the Delta Plan were provided to a select subset of 65 external subject matter experts representing state and local agencies, stakeholders, and others who were invited to review and comment. An online survey, which was made available from November 5-19, 2015, was used to solicit input on individual output and outcome measures. Please refer to Attachment 1 to view a sample of the online public survey (template).

- Public Workshop – An all-day public workshop was held on November 9 to review staff recommended revisions to performance measures and to solicit input from stakeholders and the public. However, public comment was primarily provided in writing through the online survey.

Current status: As of the date of this report, the project team has completed the activities through Step 3.3. Steps 3.4 and 3.5 are currently active, and Step 3.6 is pending for completion.

3.4 Obtain Delta Independent Science Board (DISB) Input – A Focus on the Process Used to Date

Before proceeding to Step 4 (data gathering and analysis for the new and revised performance measures), staff is requesting a review of the overall process used to develop the new and refined performance measures (documented herein).

3.5 Obtain Delta Stewardship Council Input – Refinement Recommendations

The complete current catalog of new and revised output/outcome performance measures with refinement recommendations was delivered to the Council, and staff also requested Council review and feedback. Once the DISB review of the process used to develop performance measures is completed, this report will be communicated to the Council for their deliberations concerning adoption and refinement of the new and revised performance measures.

3.6 Obtain Delta Stewardship Council Approval to Proceed to Step 4 (Data Gathering and Analysis)

The complete current catalog for new and refined performance measures to the Delta Plan was delivered to the Council during the December 17th 2015 Council meeting for their consideration. Council review and feedback is requested for the February 2016 meeting. At this same time the DISB is evaluating the process and methodology that Delta Stewardship Council staff used to develop the new and refined performance measures. Those proposed performance measures were developed with stakeholder input and were also the subject of a public workshop on November 9, 2015.

The DISB indicated that it will discuss Board members' initial review comments at its public teleconference in mid-January and will issue a final evaluation of the methodology with recommendations in mid-February.

Staff will address the DISB's process and methodology recommendations prior to the Delta Stewardship Council meeting in late February by updating the methodology and revising the new and refined performance measures as needed, so that those new and refined performance measures will be ready for Council adoption at the February meeting.

Step 4: Data Gathering and Analysis

Once these processes have been adopted by the Council, the project team will undertake an extensive and detailed effort to collect and analyze data for the performance measure

refinements and new performance measures. Data will be collected and analyzed. This effort is expected to span five or six months in 2016.

4.1 Collect Data

Staff procedures will be developed, approved and implemented to collect and prepare the data necessary for reporting. The scope of data collection and types of data are specific to each performance measure.

4.2 Synthesize/Analyze Information

The planning staff, the Lead Scientist of the DSP, and subject matter experts will be directly involved in synthesizing data collected and preparing messages (e.g., What do the data tell us about the performance of the system? Are management actions having the desired effect? Is the Delta Plan 'working'? Is the performance measure itself sufficient to assess progress?)

Step 5: Report and Manage

The full suite of performance measures will then be publicly reported regularly to track Delta Plan progress. This will comprise quantitative tracking over time and qualitative synthesis. The performance measures inform management actions by Delta Plan strategy and policy chapter (Goal).

5.1 Implementation Reporting

Information on performance measures will be reported in quantitative and qualitative terms through a variety of communications. Examples include:

- Online dashboard – Using an intuitive/user-friendly interface, outside stakeholders will be able to access performance results by Delta Plan strategy and policy chapter (Goal). Related information also will be readily available, such as Delta Plan policies and recommendations, problem statements and links to current research.
- Annual Report – Implementation of Delta Plan policies and recommendations will be tracked via performance measures. Progress toward meeting goals and objectives will be communicated within the Council's Annual Reports. These reports will convey areas of progress or challenges to progress on an annual basis.
- Delta Plan Interagency Implementation Committee (DPIIC) – DPIIC meets semi-annually and brings together managers and directors of 17 state and federal agencies with substantive responsibilities in the Delta. Performance measures (administrative, output and outcome) will be very useful in supporting DPIIC discussions, decisions, and program reviews.

5.2 Periodic Refinement

Adaptive management is a key principle in Delta Plan implementation, and performance measurement is important in adaptive management. Once finalized and reported, Delta Plan performance measures shall not remain static. The measures will be periodically re-evaluated against the screening criteria to confirm utility for progress tracking and to identify useful or necessary refinements. As stated in the Delta Plan, the initial set of performance measures

shall be expanded and refined after adoption of the Delta Plan and considered for inclusion in subsequent updates of the Delta Plan. The Delta Plan states:

“Development of informative and meaningful performance measures is a challenging task that will continue after the adoption of the Delta Plan. Performance measures need to be designed to capture important trends and to address whether specific actions are producing expected results. Efforts to develop performance measures in complex and large-scale systems like the Delta are commonly multiyear endeavors. The Council will improve all performance measures, but will focus on outcome measures through a multiyear effort, using successful approaches for developing performance measures employed by similar efforts elsewhere... .”

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