

## Delta Plan Performance Measures

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**Summary:** The Delta Reform Act required the Council to include performance measures in the Delta Plan to gauge its success. The list of these performance measures has been undergoing extensive review by staff in preparation for tracking and implementation. This report provides a status of that review, highlights some of the implementation challenges and opportunities discovered by staff to date, and an update on the related activity of reconfiguring the Council's inherited Delta activities tracking system.

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### **Background**

The Delta Reform Act of 2009 requires the Delta Plan to include performance measures that enable the Council to track progress in meeting its objectives. These performance measures are to include quantitative or other “measureable 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).

The Delta Reform Act also established specific other requirements for the Delta Plan related to performance measures. These requirements include utilizing monitoring data, data collection and analysis “sufficient to determine progress toward meeting the quantified targets,” methods the Council will use to measure progress towards achieving the coequal goals, and, recommendations for integrating scientific and monitoring results into ongoing Delta water management (Water Code Section 85308).

The Council’s Delta Plan incorporates performance measures to meet those requirements, but it also acknowledges that the Plan’s “initial set of performance measures will be expanded and refined after adoption of the Delta Plan and will be considered for inclusion in subsequent updates of the Delta Plan.

*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... .”*

## Past Efforts

It is important to note here that there is a long history of performance measurement analysis for the Delta including interagency efforts led by the CALFED Bay-Delta Program and more recently the Ecosystem Restoration Program, the Bay Delta Conservation Plan, the Delta Vision Task Force and others. Despite this attention, full/sustainable implementation of performance measurement reporting for the entire Delta remains a work in progress.

There are many lessons learned from these past efforts including the following:



These lessons remain relevant and will need to be considered as part of the Council's effort to implement the Delta Plan's performance measures.

## Delta Plan Performance Measures

In the summer of 2013, as the Council switched its focus from creating to implementing the Delta Plan, staff started work on the Delta Plan performance measures. In December of 2013, staff reported to the Council that planning was underway and a full assessment of Delta Plan performance measures for implementation readiness was being conducted. Staff discussed with the Council the approach and how the final product of this assessment would provide the Council with the ability to efficiently organize, prioritize, track, refine, and report on progress as revealed by the performance measures in the Delta Plan.

At the June 2014 Council meeting, the Executive Officer delivered a mid-year update on the status of staff priorities for 2014, indicating that performance reporting was a core function of the Council and an integral part of the ongoing implementation of the Delta Plan.

The Delta Plan currently contains 162 performance measures in three types: 119 administrative measures, 21 output measures and 22 outcome measures. Administrative performance measures indicate dates or targets achieved for the actions

recommended by the Delta Plan, and the resources expended. Output performance measures track results of actions and outcome measures track the impacts of those actions. The figure below illustrates the three types of performance measures as applied to habitat restoration projects.

**Figure 2: Performance measure sample to explain terminology**

<b>ADMINISTRATIVE</b>	<b>OUTPUT</b>	<b>OUTCOME</b>
Dollars spent on habitat restoration projects	Acres restored by habitat type	Trends in native species using restored habitat

### **Project Updates**

Staff efforts have entailed two main tasks: 1) updating the Council's Delta activities tracking system, and 2) assessing Delta Plan performance measures in preparation for their implementation.

#### **Updating the Council's Delta Activities Tracking System**

This system was originally created for the CALFED Program to track administrative and fiscal elements for Delta programs and projects. This system has been the primary tool used by the Council to track Delta activities and to develop an annual cross-cut budget report used by the Department of Finance, Legislative Analyst Office and the Congressional Budget Office. The system is currently being updated to align active Delta-related programs, plans and projects with the Delta Plan and its policies, recommendations and performance measures. Once these updates are completed the system will provide detailed information that can be used to generate reports on annual expenditures related to Delta Plan implementation, project specific status and performance, and progress on achievement of the coequal goals.

#### **Implementing Delta Plan Performance Measures**

Full implementation of a performance measure occurs in three steps:

- Step 1. Assessment – identifying information required
- Step 2. Data collection – obtaining and analyzing supporting information
- Step 3. Reporting – presenting the analysis in a meaningful way to illustrate progress and trends

To date, staff efforts have been focused primarily on steps 1 and 2. Specifically, staff have assessed all 162 Delta Plan performance measures and have started collecting and analyzing supporting information for an initial subset of 10 output/outcome measures. At the end of 2014, per the Delta Plan, staff will generate a report on the results of their assessment and initial implementation of the Delta Plan performance measures and provide recommendations for refinements to these measures as well as next steps in this overall effort.

While the administrative performance measures are more easily implemented and reported on, output and outcome measures are more complex and require more detailed and extensive information/data for full implementation. Staff have selected 10 output/outcome measures from the Delta Plan to focus on in the near-term. These measures are as listed below by Delta Plan chapter.

**Figure 3: Ten Initial Output/Outcome Measures – by Delta Plan Chapter**  
 (Note: Brief descriptive titles are shown here for reference. Details have been documented separately.)

DELTA PLAN CHAPTER	INITIAL PERFORMANCE MEASURE
➤ Chapter 3: Reliable Water	➤ Meeting current water conservation goals ➤ Meeting future water supply goals
➤ Chapter 4: Ecosystem	➤ Habitat restoration acreage ➤ Native species in restored habitats
➤ Chapter 5: Delta as Evolving Place	➤ Businesses in legacy communities ➤ Subsidence reversal acreage
➤ Chapter 6: Water Quality	➤ Pesticides ➤ Salinity Management
➤ Chapter 7: Risk Reduction	➤ Levees below standard ➤ Risk of water delivery facilities failure

Criteria used to select these 10 output/outcome measures included:

- A balanced cross-section of Delta Plan actions/selecting two measures from each policy chapter of the Delta Plan (chapters 3-7)
- Measures had good alignment with the Council's 2014 priorities
- Measures provided good opportunities for interagency coordination (sharing data, analysis, effort and ideas)

**Opportunities and Challenges related to Performance Measures for the Delta**

In our efforts to gather and assess relevant performance-related information, we have also identified various opportunities and challenges that lie ahead in implementation (summarized in the figure below). For example, we have identified numerous similar efforts completed or underway at other local, state and federal agencies. This presents a strong opportunity for the Council to utilize the information from these other efforts and help to coordinate/integrate among them. Staff have also identified significant challenges to be addressed in implementation especially regarding data sources (availability, accessibility, quality). Staff continue to work through these challenges and

will report the results of their implementation efforts in the year-end report described above.

**Figure 4: Looking ahead to opportunities/challenges expected during implementation**

<b>OPPORTUNITY TO...</b>	<b>CHALLENGES INCLUDE...</b>
<ul style="list-style-type: none"><li>➤ Integrate and collaborate among various related efforts ~ further demonstrating the value of all agencies involved in the Delta</li><li>➤ Build a performance-focused organization</li><li>➤ Support government transparency</li></ul>	<ul style="list-style-type: none"><li>➤ Data access and sharing</li><li>➤ Consistency among varied approaches and messages</li><li>➤ Resistance</li></ul>

### **Next Steps**

In the near-term staff will focus on the following activities:

- **Staffing**: Fill 2 vacancies in the Performance Management Office (PMO) to assist with PM data collecting, tracking, analyzing and reporting activities (by November 1, 2015).
- **End of Year Report**: Complete a performance measures (PM) assessment and implementation report as required in Chapter 2 of the Delta Plan (by December 31, 2014).
- **Annual Report**: Contribute to the development of the Council's 2014 annual report including reporting on performance measure implementation progress and any issues.
- **Administrative Measures**: Track and report on the status of all of the Delta Plan administrative PM's for supporting Plan implementation progress (by December 31, 2014).
- **Tracking System**: Deploy the redesigned Delta activities tracking system (early 2015).
- **Interagency Coordination**: Continue to coordinate and collaborate with other agencies undertaking performance measures/management work in the Delta to share knowledge and information and to avoid duplication.

### **List of Attachments**

Attachment 1: PowerPoint Presentation "Delta Plan Performance Measures"

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