Chapter 6 – Establishing Sustainable Governance

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# Introduction

Managing a National Heritage Area is a multifaceted and intricate endeavor that involves the preservation, promotion, and sustainable stewardship of a region rich in cultural, historical, and natural significance. These areas, often spanning diverse landscapes and communities, serve as living testaments to our shared national heritage. The process for managing a National Heritage Area is collaborative and dynamic, necessitating the cooperation and working partnership of federal, state, and local entities, as well as the engagement of stakeholders, businesses, residents, and visitors. This chapter details the complex characteristics of the Sacramento-San Joaquin Delta NHA, including outreach, coordination, objectives, and fundamental steps that will be necessary for the management of this cherished landscape. When brought together, this working partnership, coordinated daily by the Delta Protection Commission, will advance the goals of the NHA by balancing conservation, preservation, education, recreation, heritage tourism, and economic development to ensure the continued vitality and relevance of the Sacramento-San Joaquin Delta of California. Understanding that all of the other goals and objectives in the management plan fold into the administrative and management tasks of the NHA, the strategy for Goal 5 is to:

Seek, establish, and maintain collaborative partnerships, effective governance principles, and sustainable business practices to manage the coordinating entity and the NHA.

# Managing the Sacramento-San Joaquin Delta National Heritage Area

In Section 6001 of Public Law 116-9, the United States Congress designated the Delta Protection Commission (DPC) as the coordinating entity for the Sacramento-San Joaquin Delta National Heritage Area. This decision was informed by a feasibility study conducted by the DPC, which highlighted various key factors supporting their selection as the coordinating body. Additionally, as described in Chapter 1, California law provides specific responsibilities to, and authorities of, the DPC to "…protect, enhance, and sustain the unique cultural, historical, recreational, agricultural, and economic values of the Delta…" Given this responsibility, the DPC is best positioned to coordinate the NHA partnership network. The DPC began its role as the coordinating entity in guiding the development of the management plan by establishing an Advisory Committee and task groups and dedicating staff to the NHA. Through the management plan process, DPC has worked to build a strong partnership network for the NHA and implement the recommendations contained within this management plan.

The PointHDC consulting team, working with the DPC and Advisory Committee, identified various factors that could constrain or benefit management of the NHA, particularly as they relate to the ability of NHAs to be nimble and respond to certain matters that may arise as the organization matures and advances. A government agency as a coordinating entity for a National Heritage Area is not unique. Some other established National Heritage Areas were designed with state agencies as the coordinating entity, while others were established with federal commissions, county or city governments, or local authorities. Government agencies as a coordinating entity can bring considerable benefits to a National Heritage Area, including access to other professional services within their departments or other departments, immediate availability of administrative staffing, and match funding, along with the physical presence of a headquarters for the NHA. However, government agencies are subject to many uncertainties, including political influence or changes, budgetary matters, and a bureaucratic structure that can vary between state agencies. These matters were all considered as part of the management planning process.

The information and recommendations presented in this chapter meet the requirement of the designating legislation to establish a business plan for the NHA. Specifically, this business plan includes comprehensive policies, strategies, and recommendations for funding and management of the NHA (Sec. 6001(c)(2)(C)(ii)), sources of funding (Sec. 6001(c)(2)(C)(v)), and coordination of the partnership network (Sec. 6001(c)(2)(C)(vi)).

## Advantages of Delta Protection Commission as the Coordinating Entity of the Sacramento-San Joaquin Delta National Heritage Area

The Delta Protection Commission, operating as the coordinating entity for the Sacramento-San Joaquin Delta National Heritage Area, can offer several benefits, detailed below.

Local Expertise

The Delta Protection Commission has a deep understanding of the local culture, history, and natural resources within the Sacramento-San Joaquin Delta region. This local expertise can be invaluable in managing and preserving the NHA.

### Regional Coordination

As part of its legislative duties, the Delta Protection Commission facilitates coordination among various stakeholders, including other state departments and agencies, local and federal government, nonprofits, community groups, and businesses. As described in Chapter 5, Connecting and Supporting the Partnership Network (see Strategy 4.1.6), the DPC can continue to serve as a central point of contact to bring these stakeholders together for collaborative efforts that benefit the NHA.

### Resource Allocation

The Delta Protection Commission can help secure and allocate funding and resources for projects in the NHA. The DPC, as a state agency, may be able to access other state funding sources and leverage financial partnerships to help secure additional public funds. Furthermore, through the Delta Investment Fund and other nonprofit organizations there exist financial resources aimed at supporting initiatives and projects that contribute to the conservation, enhancement, and sustainable development of the Sacramento-San Joaquin Delta in California. With these entities, the DPC is able to seek grants and contributions to support initiatives within the Sacramento-San Joaquin Delta National Heritage Area.

### Administrative Oversight

As a state agency, the DPC can ensure that activities within the NHA adhere to relevant state laws and regulations. The DPC may also be able to assist in navigating other matters, including permitting and compliance that sometimes create barriers to a project's advancement.

### Education and Outreach

The Delta Protection Commission is able to develop and implement educational and interpretive programs with state and local organizations to raise awareness about the significance of the Sacramento-San Joaquin Delta NHA. This education outreach includes formal curriculum development for students at all levels, as well as working with other organizations to create visitor centers or kiosks, develop and conduct guided tours, and develop educational materials for the public.

### Planning and Management

The Delta Protection Commission can be an instrumental partner as a state agency in the development of plans and strategies as the Sacramento-San Joaquin Delta National Heritage Area matures. With its highly specialized and professional staff, its relationship and influence with other state agencies and local governments, and the capacity of the California government, the NHA could realize opportunities vastly different from other NHAs that lack such gravitas. Additionally, the DPC is one of several governmental agencies that have taken an active role in regional planning within the Delta. Many of those plans contain recommendations on cultural conservation, economic development, heritage preservation, recreational trails, and environmental stewardship, similar to the overarching goals of the Sacramento-San Joaquin Delta NHA. If the DPC did nothing else but work as a partner to assist with the implementation of those plans, the Sacramento-San Joaquin Delta NHA would experience successful advancement of heritage development.

### Advocacy and Support

The Delta Protection Commission can advocate for the Sacramento-San Joaquin Delta National Heritage Area at the state level, working to garner support from state legislators and agencies many of which are represented on the Commission. It can also provide technical assistance and support to local stakeholders by assisting those partners to gain access to government officials that might otherwise be difficult to reach for a local group or organization.

### Long-term Sustainability

While one of the biggest challenges for many NHAs is raising operational funds that are the bedrock for budgetary sustainability, this is not the case for the DPC as the coordinating entity for the Sacramento-San Joaquin Delta NHA. As an established California state agency, the Delta Protection Commission ensures the long-term sustainability of the Sacramento-San Joaquin Delta National Heritage Area because the operational funding needed for staff and other administrative support is already provided through funding from the state's budget.

### Accountability and Reporting

As a state agency, the Delta Protection Commission provides transparency and accountability by reporting on the progress and impact of the Sacramento-San Joaquin Delta National Heritage Area initiatives. This can be important for demonstrating the effectiveness of the NHA's programs and projects to partners, stakeholders, state of California officials, NPS, the U.S. Congress, funders, and the public at large. With an in-house communications staff, DPC can ensure information is shared on programs and projects as they advance.

### Financial and Grant Administration

The Delta Protection Commission, which already receives grants for various programs and oversees the agency's overall budget, has the capacity to manage NHA grants and funding programs. This includes financial reporting and managing grants to local NHA partners. The DPC's finance team has extensive budgeting and accounting experience and provides transparent reporting on all financial matters.

## Potential Disadvantages of a State Agency

While there are several advantages to having a state agency serve as the coordinating entity for a National Heritage Area, there are also potential disadvantages and challenges associated with this arrangement. These disadvantages can vary depending on the specific circumstances and the effectiveness of the state agency in question. Below are some potential disadvantages for the Sacramento-San Joaquin Delta National Heritage Area to be housed as a program within a state agency.

### Bureaucracy and Red Tape

While the DPC is small, flexible, and a responsive state agency, other agencies of California state government can sometimes be bureaucratic and slow-moving. The ability to be agile and responsive is often necessary for the effective management and coordination of National Heritage Areas. The Sacramento-San Joaquin Delta NHA could experience problems if an uncooperative or intractable system of state government outside of the DPC creates hurdles that hamstring the NHA's operations or flexibility.

### Resource and Time Allocation Challenges

While the Delta Protection Commission has an established operational budget that supports staffing for the Sacramento-San Joaquin Delta NHA, competing priorities, limited resources, and other projects within the DPC that require staff time could arise in future years, which could result in inadequate funding and support to carry out the NHA's programs and projects outlined in this management plan.

### Political Influence

Legislatures or governors have imposed influence on other NHAs by exerting authority over staff management and agency decisions or by influencing the participation or philosophy of citizen involvement in quasi-governing bodies of the NHA. The direction and funding of any agency can be swayed by changes in political leadership and priorities at the legislative and/or executive levels of state government. This could lead to fluctuations in support for the Sacramento-San Joaquin Delta NHA.

### Funding Uncertainty

Relying too much on state funding as the only other source of funds could result in problems. The availability of state funds can be subject to economic downturns, budget constraints, or politics (as stated above), leading to uncertainty in financial support.

### Lack of Specialization

State agencies often have narrow responsibilities and may lack the broad knowledge and expertise required to manage the multitude of issues with the cultural, historical, and natural resources within a National Heritage Area. The complexity of the needs of the communities within the Sacramento-San Joaquin Delta NHA will require other professional specializations and support outside of the DPC's current staffing structure.

### Inconsistent Focus

A state agency may have to oversee multiple programs, which can lead to inconsistent attention and focus by the agency's staff on the specific needs of an NHA. The DPC must always keep the Sacramento-San Joaquin Delta NHA as a priority, along with its other programs' responsibilities.

### Coordination Challenges

While state agencies can facilitate coordination, they may face challenges in bringing together diverse stakeholders with differing interests and objectives. These challenges were evident at the outset of the management planning process as the Delta Protection Commission had to restart public participation due to the length of time between the completion of the feasibility study and the passage of the designating legislation limited community outreach or involvement. Nevertheless, during the management planning process, DPC developed and maintained a robust community outreach despite the impact of the pandemic on established public engagement methods. Continued partner coordination will be critical for the successful implementation of the management plan.

### Resistance to Regulation

Local communities and businesses may grow weary of bureaucracy and resist state agency oversight and regulation, particularly if they perceive it as burdensome, restrictive, or ineffective. The DPC should always, to the best of its ability, work to create clear pathways to advance the Sacramento-San Joaquin Delta NHA's programs and projects.

### Lack of Accountability

State agencies may not always be held accountable for the outcomes and impacts of their management of National Heritage Areas, potentially leading to inefficiencies or mismanagement. Within private organizations, these matters can be solved with personnel changes, but within public agencies, this becomes more difficult. As it does with its entire staff, the Delta Protection Commission must ensure those staff assigned to the NHA are capable and able to manage the NHA effectively.

### Mitigating Potential Disadvantages

To mitigate these disadvantages, it is important for the Delta Protection Commission to continue to work closely with local stakeholders, engage in transparent decision-making processes, seek public input, and adapt to the specific needs and challenges of the Sacramento-San Joaquin Delta NHA. The established collaborative effort and partnership between the DPC, NPS, other state agencies, counties, local communities, stakeholders, partners, businesses, and nonprofit organizations have already produced a strong foundation of trust, cooperation, partnership, and cross-organizational support. The DPC can continue to foster and grow this relationship by advancing the recommendations within this chapter, thereby ensuring the effective management and success of the Sacramento-San Joaquin Delta National Heritage Area.

# The Mission and Vision of the Sacramento-San Joaquin Delta National Heritage Area

As introduced in Chapter 1, the mission and vision statements work in concert with one another to serve as the compass that steers the long-term trajectory and objectives guiding the daily functions of a National Heritage Area. These statements are two of the foundational elements upon which the NHA's programs, services, communications, organizational structure, and culture are built. Both mission and vision statements are indispensable for National Heritage Areas and their coordinating entities and collaborators.

The Organization Task Group of the Advisory Committee was charged with developing the mission and vision statements for the Sacramento-San Joaquin Delta NHA. The Organization Task Group worked over several meetings to develop each statement separately, maintaining the individuality of each statement while also forging a meaningful connection between the two.

## The Mission of the Sacramento-San Joaquin Delta National Heritage Area

A mission statement acts as a litmus test to ensure the organization stays on course and provides guidance in times when it must adapt to evolving demands. An effective mission statement is succinct, pragmatic, actionable, inspiring, motivating, informative, and sometimes even evokes emotional resonance. The statement avoids excessive abstraction and instead reflects the organization's values while articulating its purpose with clarity.

The original mission statement contained in the feasibility study was considered by the Organization Task Group and determined to be adequate, but the task group desired a new statement reflecting the purpose of the National Heritage Area now designated by the U.S. Congress.

The Organization Task Group's strategy was to carry out three crucial goals for the mission statement. The goals were to:

1. Offer direction for the Sacramento-San Joaquin Delta NHA's day-to-day activities;
2. Delineate the purpose of the NHA; and,
3. Establish a reference for evaluating its achievements and initiatives.

The mission statement for the Sacramento-San Joaquin Delta National Heritage Area, drafted by the Organization Task Group and adopted by the Advisory Committee, is as follows:

The Sacramento-San Joaquin Delta National Heritage Area is a partnership coalition working together to recognize, enhance, and promote the National Heritage Area as an ecological, agricultural, recreational, historical, and cultural treasure.

## The Vision for the Sacramento-San Joaquin Delta National Heritage Area

The Organization Task Group expressed a desire for a vision statement that would spotlight the enduring impact of the Sacramento-San Joaquin Delta NHA and what the Delta Protection Commission and its stakeholders and partners aspire to achieve for the region. As with the crafting of the mission statement, the Organization Task Group believed that a vision statement should inspire and spur action in areas like strategic planning, program and project implementation, fundraising, marketing, governance, cooperation, partnership, and overall management. The Organization Task Group held several discussions and ultimately developed a statement to serve as a catalyst for setting objectives and propelling the Sacramento-San Joaquin Delta NHA toward the successful implementation of the recommendations contained within this management plan.

The vision statement developed by the Organization Task Group and adopted by the Advisory Committee is:

The Sacramento-San Joaquin Delta National Heritage Area supports living links among the past, present, and future and among farmed, developed, and wild lands in the Delta, Suisun Marsh, and the Carquinez Strait. This globally significant estuary sustains a remarkable and diverse blend of natural and human communities that have emerged over millennia. Through partnerships, the Sacramento San Joaquin Delta NHA affirms and protects this living landscape – the appreciation of Delta cultures, relationships with water and landscapes, rewards of labor and commerce, and the revitalizing benefits of recreation – and shares it with Californians and visitors from around the world.

# Management and Governance Structure of the Sacramento-San Joaquin Delta National Heritage Area

As stipulated by the United States Congress under Public Law 116-9, the Delta Protection Commission holds the official role of the coordinating entity for the Sacramento-San Joaquin Delta National Heritage Area. According to legislative mandates, the DPC is provided with specific authorities and duties and may use the funding appropriated by Congress.

The authorities conveyed in the designating legislation include:

* Making grants to the State of California or a political subdivision of the state, Indian Tribes, nonprofit organizations, and other persons;
* Entering into cooperative agreements with, or providing technical assistance to, the State or a political subdivision of the State, Indian Tribes, nonprofit organizations, and other interested parties;
* Hiring and compensating staff, which shall include individuals with expertise in natural, cultural, and historical resources protection and heritage programming;
* Obtaining money or services from any source, including any money or services that are provided under any other Federal law or program;
* Contracting for goods or services; and,
* Becoming a catalyst for any other activity that furthers the National Heritage Area and is consistent with the approved management plan.
* These authorities, when married to California state law, position the DPC with significant authority as the primary partner to implement recommendations from other state plans that will assist and advance heritage development opportunities in the NHA.

In addition, the legislation provides specific duties to the Delta Protection Commission "to assist Federal agencies, the State or a political subdivision of the State, Indian Tribes, regional planning organizations, nonprofit organizations, and other interested parties in carrying out the approved management plan." These duties include:

* Carrying out programs and projects that recognize, protect, and enhance important resource values in the National Heritage Area;
* Establishing and maintaining interpretive exhibits and programs in the National Heritage Area;
* Developing recreational and educational opportunities in the National Heritage Area;
* Increasing public awareness of, and appreciation for, natural, historical, scenic, and cultural resources of the National Heritage Area;
* Protecting and restoring historic sites and buildings in the National Heritage Area that are consistent with National Heritage Area themes;
* Ensuring that clear, consistent, and appropriate signs identifying points of public access and sites of interest are posted throughout the National Heritage Area; and,
* Promoting a wide range of partnerships among the Federal Government, State, Tribal, and local governments, organizations, and individuals to further the National Heritage Area;
* Developing a comprehensive management strategy to guide the execution of the NHA's initiatives.

Unlike most other NHAs, developing a successful management structure for the Sacramento-San Joaquin Delta NHA entails harmonizing the laws and regulatory requirements set forth by the State of California for the Delta Protection Commission with the federal requirements contained within P. Law 116-9.

The following recommendations for the NHA organizational structure aim to align the DPC with the enacting legislation while providing the Sacramento-San Joaquin Delta NHA with a versatile and adaptable operational framework that effectively accommodates the evolving requirements of the NHA.

## Sacramento-San Joaquin Delta NHA Governance

### Delta Protection Commission – NHA Governing Body

When it was established in 1992 by the California State Legislature, the Delta Protection Commission was charged with the responsibility of the conservation of the Delta’s agricultural, natural, and recreational resources and infrastructure. The Delta Protection Commission is currently comprised of 15 members from the Delta region, including five county supervisors, three city council members, three reclamation district trustees, and four state agency representatives. In addition to DPC's work in agriculture, culture, economic development, land use, levees, recreation and tourism, and water, the DPC also advises the Delta Stewardship Council on protecting and enhancing the unique cultural, recreational, natural resource, and agricultural values of the Delta. The staff of the DPC supports the DPC commissioners and their work.

In establishing the Sacramento-San Joaquin Delta National Heritage Area, Congress recognized the DPC's existing responsibility as an asset and entrusted the long-term coordination and management of the NHA with the DPC. As the NHA coordinating entity, the DPC provides strategic guidance, approves significant decisions, and ensures alignment with the NHA’s goals, federal legislation, state laws, DPC’s plans, and other existing plans. The DPC has expertise and resources to support the NHA's initiatives and connections with other state and local government agencies and partners within the NHA. To ensure community and partner participation in the coordination of the National Heritage Area's management plan, the DPC created and appointed members to the NHA Management Plan Advisory Committee. In addition, the DPC is the NHA liaison with the National Park Service for administering the Heritage Partnership Program funding appropriated by Congress to the Sacramento-San Joaquin Delta National Heritage Area.

Staffing the Sacramento-San Joaquin Delta National Heritage Area

The work of the Delta Protection Commission is currently managed through established professional positions within the DPC, whose time is proportionally allocated to staffing the Sacramento-San Joaquin Delta National Heritage Area. These existing positions are further described in this chapter under Strategy 5.2.1.

Although staff members exist to support the mission and responsibilities of the Delta Protection Commission, as stated earlier, under state and federal law, the DPC and its staff are primarily responsible for the daily work of the NHA. In the future, there could be a need to provide additional labor to effectively implement the NHA management plan. Staff could be existing DPC personnel not currently assigned to the NHA, or new hires by DPC, including full-time, part-time, or interns, “shared staff" through other state agencies, or through operational support grants to partners with a scope of work specific to the NHA. Other possible Sacramento-San Joaquin Delta NHA staff are identified, and their roles are described further in this chapter under Strategy 5.2.2.

### Sacramento-San Joaquin Delta NHA Advisory Committee and Task Groups

The NHA Advisory Committee and its task groups were created at the outset of the management planning process. The NHA Advisory Committee served the essential role of furnishing recommendations to the Delta Protection Commission and the DPC staff regarding the formulation of the management plan. It also actively solicits feedback from a diverse range of stakeholders, which encompasses government entities at all levels, businesses, landowners, agricultural enterprises, community representatives, cultural and natural resource advocates, recreational organizations, and the general public.

#### Management Plan Advisory Committee Transition to the NHA Community Advisory Committee

To facilitate a transition from developing the management plan to implementation of the plan, it is recommended that the Management Plan Advisory Committee continue its involvement as a Community Advisory Committee of the NHA. Doing so, it can continue to provide advice and guidance in the implementation of the management plan while maintaining the critical involvement of the Delta community representatives from business, cultural organizations, citizens' groups, historical societies and museums, environmental organizations, and other partners. The recommended role for the Community Advisory Committee is detailed further in this chapter under Strategy 5.2.3

In addition to the Community Advisory Committee, smaller task groups, acting as subcommittees, would be continued or established and will meet as necessary to carry out work with DPC staff within the NHA. Some of the task groups described were created during the management planning process. Others could be established as needed to implement the recommendations in the management plan. During the management planning process, most task group members were also members of the Advisory Committee. As a way to build capacity within the task groups, membership could include others from the NHA not serving on the Community Advisory Committee. The suggested task groups are described in this chapter under Strategy 5.2.4.

## Partnership Collaboration as a Part of Managing the National Heritage Area – Establishing Guiding Principles for Collaboration

Guiding principles for collaboration for the Sacramento-San Joaquin Delta National Heritage Area are important to enact to foster effective, inclusive, and sustainable partnerships among diverse stakeholders. A draft of guiding principles is contained in Appendix G and is provided for consideration by the DPC and the partners of the Sacramento-San Joaquin Delta National Heritage Area for preserving and celebrating the rich heritage and resources of the NHA.

Guiding principles for collaboration are important for National Heritage Areas (NHAs) for the reasons set forth below.

### Complexity of the Sacramento-San Joaquin Delta NHA

As with almost all National Heritage Areas, the Sacramento-San Joaquin Delta is a large, diverse region that encompasses cultural, historical, and natural resources. Managing and preserving this area will involve multiple stakeholders, including federal agencies, state and local governments, nonprofit organizations, businesses, local community groups, and individuals. Guiding principles provide a framework for collaboration among these diverse constituencies.

### Shared Vision

NHAs are designated to protect and promote the nationally significant heritage and resources of a region. Establishing guiding principles for the Sacramento-San Joaquin Delta National Heritage Area stakeholders solidifies the shared vision for the NHA's future, ensuring that everyone involved is working toward common goals and objectives.

### Resource Management

NHAs include important historic, natural, and cultural resources that require careful management and preservation. Guiding principles for collaboration help to shape responsible stewardship of these resources among partners, ensuring their protection for future generations.

### Community Involvement

Local communities play a vital role in the Sacramento-San Joaquin Delta NHA, as their heritage and traditions are central to the region's identity. Guiding principles can emphasize the importance of engaging and involving local communities in decision-making processes, respecting their knowledge and perspectives.

### Coordination

Effective collaboration is crucial for the success of NHAs. Guiding principles can help coordinate activities, resources, and efforts among different stakeholders, reducing duplication of efforts and promoting efficient use of resources.

### Sustainability

NHAs aim to sustain the region's heritage and resources over the long term. Guiding principles can include values that guide decision-making to ensure the area's vitality and integrity for future generations.

### Conflict Resolution

Disagreements and conflicts can arise in collaborative efforts. Having guiding principles in place can provide a framework for resolving conflicts and disputes in a fair and constructive manner.

### Accountability

Guiding principles can establish accountability mechanisms, ensuring that all stakeholders fulfill their commitments and responsibilities. This accountability helps maintain trust among collaborators and partners.

### Adaptability

As circumstances change, the Sacramento-San Joaquin Delta NHA may need to adapt its strategies and priorities. Guiding principles can include provisions for periodic review and adjustment to the management plan, allowing the collaboration to remain responsive to evolving challenges and opportunities.

### Funding and Support

Collaboration often requires financial and logistical support. Clear guiding principles can enhance the Sacramento-San Joaquin Delta NHA's credibility and attractiveness to potential funders and supporters, facilitating the acquisition of resources needed for successful preservation and promotion efforts.

## Providing Professional/Technical Assistance to Partners to Advance the NHA

Professional and technical assistance can be of significant benefit to the communities and partners of the Sacramento-San Joaquin Delta National Heritage Area as the region faces various complex challenges that require specialized knowledge and resources. Throughout the management planning process, many partners and meeting participants expressed the need for professional expertise and technical advice because their organizations are mostly volunteers who lack specialized knowledge and/or skills that are needed in their organizations or communities. As discussed in Chapter 5, one of the strategies to support partners is to provide technical assistance and training (Strategy 4.2.3). A technical assistance program within the Sacramento-San Joaquin Delta National Heritage Area would be highly advantageous in providing the benefits described below.

### Capacity Building

Many communities and partners within the Sacramento-San Joaquin Delta National Heritage Area may lack the necessary expertise and resources to address the region's multifaceted challenges effectively. A professional technical assistance program can provide the training and guidance required to build local capacity. This empowers communities to take a proactive role in preserving their heritage and managing their cultural, historic, and natural resources.

### Preservation and Conservation Expertise

The region is home to significant historical sites, cultural landmarks, and a fragile ecological ecosystem. A technical assistance program can connect communities and partners with experts in heritage preservation and environmental conservation. This ensures that the cultural heritage and natural resources are protected, preserved, and managed sustainably for future generations.

### Sustainable Economic Development

The region faces economic challenges due to shifts in industries like agriculture. Professional technical assistance can offer guidance on sustainable economic development strategies. This might include promoting heritage-based tourism, revitalizing local commercial districts and main streets, and encouraging small business development, thereby stimulating economic growth within the area.

### Grant and Funding Support

Technical assistance programs can help communities and partners navigate the complex world of grants and funding opportunities. The program can provide guidance on preparing competitive grant applications and managing grant-funded projects effectively, ensuring that the region secures the financial resources necessary for its various initiatives.

### Educational Initiatives

Technical assistance can aid in the development of educational programs, outreach campaigns, and interpretive materials that convey the significance of the Sacramento-San Joaquin Delta, Suisun Marsh, and Carquinez Strait to the broader public. This educational outreach raises awareness about the NHA and can attract visitors and investments that benefit the local economy.

### Environmental Management and Conservation Practices

As the Delta's ecological health is of paramount importance, technical assistance programs can provide educational guidance on environmentally responsible practices. This includes assistance with habitat restoration, water management, and strategies to mitigate the impact of climate change.

### Collaborative Partnerships

The technical assistance program can facilitate collaboration among various partners, including community groups, government agencies, and nonprofit organizations. This helps foster a sense of shared responsibility for preservation and conservation in the NHA and encourages the development of coordinated strategies.

### Community Engagement and Participation

This program can provide tools and support to engage the local community actively in heritage preservation and economic development initiatives. Empowering community members to take ownership of their heritage and future contributes to long-term sustainability.

# Possible Future Coordinating Entities

Although the Delta Protection Commission is the congressionally-designated coordinating entity for the Sacramento-San Joaquin Delta National Heritage Area, the management planning process revealed some issues of concern, appropriateness, or abilities for the DPC to meet adequately the future staffing needs of the NHA. As discussed earlier in this chapter, there are significant advantages for an NHA – especially one that is in its early stages of existence – to be housed within a governmental agency. Conversely, there are disadvantages.

Several existing NHAs began within units of government – state agencies, county or city governments, or governmental authorities. Almost all have become independent of those administrative houses, having used their periods of existence to grow the NHA both programmatically and administratively.

The Delta Protection Commission is a well-respected, highly-regarded partner within the Sacramento-San Joaquin Delta region, and the issues expressed by both partners and within the agency were not negative of the personnel or the professionalism of DPC. Instead, the issues raised concerned the complex structure of California state government and that those laws and regulations that DPC must operate within could constrain the ability of the NHA to respond to situations or opportunities when they may arise. Well-intentioned state laws, like the Bagley-Keene Open Meeting Act, sometimes created roadblocks to Advisory Committee meetings, thereby postponing important work and decisions of the Advisory Committee and slowing the management planning process. The Advisory Committee member will need to meet the law's requirements of establishing a quorum in one location so that future meetings will be able to occur for the Sacramento-San Joaquin Delta National Heritage Area.

Similarly, DPC operates within a system of state budgetary processes where all budget increases must be requested and approved, including staff additions. The DPC must use the state-approved job classifications when hiring staff. There are currently no exams or job classifications that target heritage; however, job classifications for historic preservation, conservation, and tourism can be investigated. In addition, the DPC cannot add new positions to its payroll without multiple approvals in a 1.5-year budget request process which involves approval by the state legislature. If future requests to add more staff for the NHA are not approved, those decisions will result in an NHA that stagnates or withers due to the inability to provide the necessary labor to meet the growing programmatic and project demands and needs of the NHA.

Lastly, the DPC was created by the California State Legislature with a prescribed legislative purpose and intent, and the NHA comfortably fits into the DPC structure. However, the business models of some other NHAs evolved and changed over time as outside factors or opportunities arose. There could come a day when the needs of the Sacramento-San Joaquin Delta NHA no longer fit into the legislatively-mandated structure of the DPC, and the solution could be to look to other partners to take on parts of the NHA's day-to-day work or to have another organization become the coordinating entity for NHA.

All of these factors were considered and discussed during the management planning process, with the decision to keep the NHA housed within the Delta Protection Commission at this stage of its development. As with any NHA's governing body, it will be important for the DPC and the future Community Advisory Committee to continually monitor and evaluate the effectiveness and progress of the NHA to ensure that it remains capable of meeting the growing and evolving needs within the communities and heritage partnerships.

Should a change in governance structure become expedient or necessary, considerations were also given to future coordinating entity options, described below.

## California Joint Powers Authority to Manage the NHA

A California Joint Powers Authority (JPA) could play a significant role in benefiting a National Heritage Area (NHA) in the state by enhancing coordination, resources, and governance for the preservation and promotion of cultural and historical assets. A California Joint Powers Authority is a legal entity created under California state law that allows two or more public agencies or entities to jointly exercise common powers and responsibilities for a specific purpose or project. JPA agreements are commonly used for collaboration, resource-sharing, and improved efficiency among public entities in the state. The specific powers and purposes of a JPA can vary, but they typically involve areas such as public infrastructure, public services, resource management, and governance.

As described below, there are several ways a JPA could benefit the Sacramento-San Joaquin Delta NHA.

### Increased Collaboration

A JPA brings together multiple local governments, agencies, and organizations to work collectively on a shared goal. In the case of an NHA, this means that various stakeholders, such as counties, cities, state agencies, and nonprofit organizations, could collaborate more effectively to manage and protect heritage resources.

### Pooling Resources

By pooling financial and personnel resources, a JPA could provide the NHA with more funding and staff. This additional support could be used to fund heritage preservation projects, public education and outreach, and improvements to infrastructure within the NHA.

### Streamlined Decision-Making

A JPA typically has its own governing board or council made up of representatives from member entities. Such a board could streamline decision-making, as it is dedicated solely to the NHA's objectives, rather than juggling multiple priorities, which can be the case when various agencies are involved.

### Uniform Regulations and Policies

A JPA could help address conflicts in regulations and policies related to heritage conservation within the NHA. This ensures consistency in how historical sites and cultural assets are managed, preserved, and made accessible to the public.

### Increased Advocacy

A JPA could engage in advocacy efforts at the state and federal levels to secure additional resources and support for the NHA. This could lead to more funding opportunities and the ability to influence legislation beneficial to the NHA. Adhering to federal law, the DPC and the JPA would not use any Heritage Partnership Funds or any other funding prohibiting direct lobbying and advocacy. Nevertheless, as a state agency, the DPC would need to advocate to the California State Legislature and the Governor for its annual state budget that supports the NHA.

### Economies of Scale

The future management of the Sacramento-San Joaquin Delta NHA could benefit from a JPA, and there are economies of scale that could be realized. Purchasing equipment, securing insurance, or implementing marketing campaigns could be more cost-effective when done collectively.

### Enhanced Public Engagement

The collaborative nature of a JPA could help increase public engagement and involvement in the NHA. By working together, the JPA and its members could organize events, educational programs, and outreach efforts to raise awareness and appreciation of the National Heritage Area.

### Long-Term Sustainability

A JPA could provide the NHA with a more sustainable governance structure. It could help ensure that there is continued support and commitment to heritage preservation over the long term, even as individual member entities may change leadership or priorities.

### Improved Accountability

The governing board of the JPA could hold member entities accountable for their contributions and responsibilities within the NHA. This accountability ensures that everyone involved is actively working toward the shared goals of the National Heritage Area.

While a California Joint Powers Authority could benefit the National Heritage Area, a JPA can also have some disadvantages. These disadvantages can include:

### Complexity

Creating and managing a JPA can be a complex and time-consuming process, involving legal agreements, governance structures, and administrative tasks. This complexity can be a disadvantage, particularly for smaller agencies with limited resources.

### Administrative Overhead

JPAs often require administrative overhead to manage day-to-day operations, which can increase costs staffing and operational costs of the NHA and divert resources from the core functions.

### Loss of Local Control

Member agencies that join a JPA may have to cede some degree of local control to the JPA's governing board, which can be a disadvantage for those who want to maintain a higher level of autonomy.

### Funding and Budget Issues

Allocating and managing funds within a JPA can be challenging, as member agencies may have different priorities and financial constraints. Disagreements over funding can lead to disputes and hinder project implementation.

### Accountability and Transparency

Some JPAs may face issues related to accountability and transparency. They may not be subject to the same level of public oversight as standalone government agencies, which can raise concerns about how decisions are made, and taxpayer dollars are spent.

### Limited Scope

JPAs are typically formed for specific purposes, and their scope is limited to the purposes defined in their agreements. This limitation can make it challenging to address broader issues of the NHA or adapt to changing circumstances.

### Potential for Conflicts

Differences in priorities and objectives among member agencies can lead to conflicts within the JPA, which could cause decision-making and cooperation to become challenging.

### Long-Term Commitment

Joining a JPA often involves a long-term commitment, and it may be difficult for agencies to withdraw from the partnership if it no longer serves their interests.

### Legal and Regulatory Compliance

JPAs must comply with various legal and regulatory requirements, which can be burdensome and require legal expertise.

### Risk of Dissolution

JPAs can be dissolved if member agencies decide to terminate the partnership. Dissolution can be a disruptive process, especially if there are disagreements among the members.

Therefore, if future consideration is given to the formation of a JPA, the DPC and its partners should carefully weigh the advantages and disadvantages and conduct thorough planning to mitigate potential issues.

## Contracting with Partners to Manage Specific Elements/Programs of the NHA

Throughout the Sacramento-San Joaquin Delta region, many organizations already exist that conduct work on a daily basis that advances the goals of the NHA. The DPC can benefit from contracting with other organizations to manage programs and projects in the Sacramento-San Joaquin Delta NHA by leveraging the specialized expertise and resources of these partners. Established properly, this collaboration would allow for the efficient allocation of funds and personnel, ensuring that NHA's initiatives are effectively implemented. In addition, contracting with other organizations to conduct work also fosters community engagement and advances shared responsibility, creating a broader network of support for conserving, protecting, promoting, and enhancing the NHA's heritage resources.

# Management and Organization Objectives

## Objective 5.1 Manage the Sacramento-San Joaquin Delta NHA to Provide Direct Service Programs and Leadership for Partner Initiatives

### Strategy 5.1.1 The Delta Protection Commission supports the NHA partnership network

The Sacramento-San Joaquin Delta NHA partnership network will be supported by the Delta Protection Commission staff in a number of ways.

#### Continue to Act as a Convener

Throughout the management planning process, the Delta Protection Commission's work coordinating partners, governments, and other state agencies proved to be beneficial to both the planning process and the heritage network overall. The DPC acts as a convener by planning and hosting the annual Delta Heritage Forum, an event that brings together potential partners to share stories about the history and culture of the Sacramento-San Joaquin Delta National Heritage Area. The continuation of convening partners is important to the NHA in the heritage partnership's ongoing responsibilities to advance the NHA.

#### Develop an Information Clearinghouse

Developing an online information clearinghouse is essential for a National Heritage Area coordinating entity because it allows for the centralized collection and dissemination of critical data, resources, and best practices, facilitating effective collaboration among diverse stakeholders involved in heritage preservation and development initiatives within the designated region. This role enables streamlined communication and informed decision-making, ultimately enhancing the efficiency and impact of heritage conservation efforts.

#### Provide Technical Assistance and Training

DPC as coordinating entity can ensure that heritage preservation projects are carried out effectively and in alignment with best practices and regulatory requirements. By offering guidance and expertise, the DPC can help partners navigate complex issues related to heritage conservation, grant applications, and sustainable management, enhancing the overall quality and success of heritage initiatives within the region. This support also fosters a sense of empowerment among partners, encouraging their active engagement and long-term commitment to the preservation and promotion of the NHA's cultural, natural, and historical assets.

#### Coordinate Communications and Outreach

Coordinating communications and outreach to NHA partners is essential because it ensures a unified and consistent message, fostering clarity and alignment among stakeholders, which is vital for the success of heritage preservation and promotion initiatives.

#### Facilitate Volunteers

Facilitating volunteers through a database for partners to use could be of great benefit to NHA partners because it streamlines the identification of potential recruits. Furthermore, the DPCDPC could also provide training, and deployment of volunteers, making it easier for partners to access the necessary workforce for heritage conservation and promotion efforts. This role enhances the capacity of partners to leverage community engagement and local support, ultimately contributing to the sustainability and success of heritage initiatives within the designated region.

### Strategy 5.1.2 The DPC will operate a grant program to advance projects in the Sacramento-San Joaquin Delta NHA.

Throughout the management planning process, the communities of the Sacramento-San Joaquin Delta NHA continually reiterated the importance and need for an NHA grant program. Implementing a grant program for partners in the Sacramento-San Joaquin Delta National Heritage Area is a strategic and essential step toward preserving and celebrating this unique and culturally significant region. The Sacramento-San Joaquin Delta is a complex natural ecosystem with historical and cultural resources (as described in Chapter 3 and in the resource inventory in Appendix E). Preserving the region's invaluable cultural assets is crucial to maintaining a sense of identity and heritage for local communities.

Many communities within the Delta have faced economic challenges, often due to shifts in agriculture and other industries. The grant program can support initiatives that encourage economic sustainability and growth, such as heritage-based tourism, agritourism, and small business development. By funding projects that enhance the economic vitality of the area, the grant program can contribute to job creation and economic resilience for the local population.

Education and awareness are crucial to ensure that the stories and significance of the Sacramento-San Joaquin Delta are not forgotten. The grant program can support projects that engage schools, museums, and community organizations to create educational programs, interpretive exhibits, and events. By fostering awareness, these initiatives can attract visitors and investment, further supporting the region's economic stability, cultural relevance, and natural vitality.

Engaging local communities in the conservation and promotion of their own heritage is key to the sustainability of the Sacramento-San Joaquin Delta National Heritage Area. A grant program can enable communities to take a more active role in protecting and celebrating their heritage. These grants can enable community-driven projects, such as cultural festivals, historical lectures, and environmental cleanup efforts, which not only preserve the heritage but also instill a sense of pride and ownership among local residents.

The Delta's unique ecosystem faces numerous environmental challenges, including habitat loss, invasive species, and the impacts of climate change. A grant program can provide funding for conservation and restoration projects aimed at safeguarding the area's natural resources. Conservation efforts can help maintain the Delta's ecological health, ensuring it continues to be a place of natural wonder that supports agriculture along with a habitat for wildlife. Another significant benefit of an NHA grant program is that the funds can often attract other grants further benefiting the NHA.

Implementing a grant program for partners in the Sacramento-San Joaquin Delta National Heritage Area is necessary to address the multifaceted challenges and opportunities this region presents. It provides a structured mechanism to allocate resources and support projects that promote historic preservation, cultural conservation, tourism, recreation, economic growth, interpretation and education, community engagement, and environmental conservation. This need, and support for partner projects, is also articulated in Chapter 5, Strategy 4.2.1. This grant program not only safeguards the Sacramento-San Joaquin Delta's heritage but also allows it to flourish and thrive. By preserving its cultural and natural treasures, boosting its economic sustainability, and actively engaging the community, the NHA will ensure that this remarkable region continues to be a source of pride and inspiration for generations to come.

Specifically, a Sacramento-San Joaquin Delta NHA grant program would consist of a structured process for allocating funds to support projects related to heritage preservation and community development. The elements of such a program would include: application guidelines and eligibility criteria; workshops to train partners in how to apply for a grant; a process for review of and evaluation of the applications received; determining grant funding thresholds; monitoring and reporting of previously approved grants; grant close-out requirements; and, final reports and evaluation of the grant to determine if the applicant met the goals of the grants and the NHA as a whole.

## Objective 5.2 Maintain the Delta Protection Commission as the coordinating entity for the National Heritage Area by upholding its commitment to conservation, heritage preservation, sustainable development, and community engagement, while implementing the management plan and increasing the visibility and impact of the NHA.

### Strategy 5.2.1 The DPC will continue as the coordinating entity for the Sacramento-San Joaquin Delta NHA, supporting the NHA with established administrative and professional positions.

Based on public opinion, as demonstrated in the recent *Delta Residents Survey,* the Delta Protection Commission is the most trusted state agency working in the Delta.[[1]](#footnote-2) The current staffing of the DPC with responsibilities for the coordination and management of the Sacramento-San Joaquin Delta National Heritage Area are provided, below. It should be noted that the percentage of time to be allocated could change with the evolving needs of the NHA.

#### Delta Protection Commission Executive Director

The Executive Director (California job classification CEA B) of the Delta Protection Commission plans, organizes, and directs the activities of the Commission staff as directed by the Legislature and the Governor, and holds the top responsibility as the chief executive of the NHA to advance the NHA's mission, vision, policies, strategies, and its operations, including staff management, budgeting, and program execution. The Executive Director represents the organization to stakeholders, partners, and the public, and chairs the NHA Management Plan Advisory Committee. The Executive Director reports to the Delta Protection Commission. The executive director chairs the NHA Advisory Committee.

NHA Program and Project Team

The NHA program and project team are responsible for implementing specific goals and recommendations of the management plan within the NHA. The staff will work directly with the NHA Community Advisory Committee, task groups, and the communities to carry out programs and projects that advance the NHA’s goals, strategies, and desired outcomes.

#### NHA Program Manager

The NHA Program Manager (California job classification Program Manager I) currently exists within the DPC and is responsible for the day-to-day implementation of the NHA’s management plan and its programs and projects. The Program Manager internal to DPC, oversees all NHA program staff, including those contracted working on specific NHA goals, such as conservation, education, community engagement, tourism, and economic development. The Program Manager will work to implement the management plan and its goals, objectives, and strategies. The Program Manager will manage and measure NHA program and project outcomes; collaborate with partners, stakeholders, and community members to achieve program and project goals; and identify opportunities for other public or private funding to support the NHA and to meet the federal match requirements.

#### Environmental Planner/Specialist

The Environmental Planner/Specialist (California job classification Senior Environmental Planner) for a National Heritage Area holds a crucial role in working with other partners and organizations that have primary responsibility for preserving and managing the ecological and cultural resources within the NHA. Their responsibilities involve supporting the partner groups' work within the NHA as the recommendations of the management plan are advanced This role will require a strong blend of environmental knowledge, planning and management expertise, and community engagement skills.

#### Recreation Specialist

The Recreation Specialist (California job classification Program Manager I) in the National Heritage Area develops and manages recreational programs and activities that promote outdoor exploration, enjoyment of natural resources, and an appreciation for the area's historical and cultural heritage. The Recreation Specialist works closely with the NHA Program Manager and Environmental Planner/Specialists on projects and programs that enhance visitors' and residents' experiences while preserving the integrity of the NHA's environment.

#### Marketing and Community Outreach Specialist

The Marketing and Community Outreach Specialist (California job classification Information Officer I) is instrumental in creating a positive public image, fostering community engagement, and driving growth for the organization through effective marketing and outreach efforts of all projects and programs of the NHA. The position is often pivotal in promoting the National Heritage Area, building strong community relationships, and expanding its reach. The Marketing and Community Outreach Specialist is responsible for creating and implementing marketing strategies, managing public relations, and engaging with the local community to enhance brand visibility and reputation.

DPC Administration, Finance, and Information Technology Team

Within the Delta Protection Commission exist other positions that are necessary for all organizations, including National Heritage Areas. Too often, however, NHAs overlook these positions and rarely fill them as the positions do not have direct outcomes associated with developing an organization's programs and projects. For the Sacramento-San Joaquin Delta National Heritage Area, the benefit of these positions existing within the DPC is significant to the ability of the NHA staff to be able to focus on advancing the recommendations of the management plan without being burdened by other important, but time-consuming work. Moreover, the budget allocated by DPC for these positions can be proportionally applied to the direct financial support of the Sacramento-San Joaquin Delta National Heritage Area, thereby counting toward the NHA's match requirement for receipt of federal funding from the National Park Service through the Heritage Partnership Program.

#### Finance and Administration

The finance and administration staff (California job classification Staff Services Manager) is integral to the National Heritage Area's financial stability and compliance with regulations, ensuring that resources are managed effectively to support the organization's mission and growth. Responsibilities include managing the NHA's operations, procurement, purchasing, contracting, and human resources, and ensuring fiscal responsibility including maintaining accurate accounting records, developing financial documents including monthly financial reports, annual reports, grant monitoring and reporting, and required audits. This role is critical for sound management of financial resources and maintaining the financial health of the heritage area.

#### General Administrative Staff

Administrative personnel contribute to the efficient operation of the National Heritage Area by providing essential support and helping to maintain a well-organized and functioning NHA operation.

#### Consulting Services

Information Technology Consulting Staff - The information technology consulting staff for the National Heritage Area are responsible for managing and maintaining the organization's information technology systems, ensuring that digital infrastructure and technology resources are efficient, secure, and aligned with the organization's mission. This is a contracted service and plays a critical part in supporting the National Heritage Area's operations, data management, and online presence.

### Strategy 5.2.2 The DPC will add staff as the NHA’s needs evolve and change.

The staffing needs listed below are those positions that may be necessary to accomplish the recommendations, goals, and strategies included in this management plan. Some positions might be filled as staff of the DCP. Other positions might be able to be housed within another state agency or partner organization. It should be noted that the State of California has established job titles within which all future NHA positions must fit. Therefore, the job titles listed below may not correspond directly to those positions identified by the State of California for the DPC. In addition, all newly created positions must be approved by the State of California before they can be advertised. The staffing positions listed below could include the following:

#### Tourism Coordinator/Specialist

A Tourism Coordinator (California job classification Information Officer I) for the National Heritage Area will be a dynamic role that combines marketing, cultural preservation, and community engagement to promote the rich heritage of the region and create memorable experiences for visitors. This position is responsible for planning, coordinating, and implementing tourism initiatives to attract visitors, educating them about the area's heritage, and ensuring their overall satisfaction. As described in Chapter 4, the Tourism Coordinator will play an important role in connecting the region's destinations and attractions, the destination marketing organizations, and the state's official visitors' bureau - Visit California. This position will also be responsible for implementing the marketing plan mentioned in Chapter 4.

#### Interpretive Specialist

As an indicated need described in Chapter 2, the Interpretive Specialist (California job classification State Park Interpreter I) will play a critical role in conveying the National Heritage Area's unique story and heritage to visitors, fostering a deeper appreciation for its cultural and historical significance. The Interpretive Specialist in the National Heritage Area is responsible for developing and implementing interpretive programs and exhibits that help visitors and residents connect with and gain a deeper understanding of the NHA's cultural and historical significance. The Interpretive Specialist plays a vital part in fostering an appreciation for the region's heritage, promoting education, and enriching the knowledge and understanding of the region.

#### Historic Preservation Specialist

A historic preservation specialist (California job classification State Historian I) in a National Heritage Area will play a pivotal role in identifying, documenting, assessing, and conserving historic structures, landmarks, and artifacts. They work to ensure the preservation of architectural, archival, and cultural heritage, promoting a sense of place and history that enriches the NHA's unique character and educates visitors and residents.

#### Ethnographer

An ethnographer (California job classification Assistant State Archeologist) in the Sacramento- San Joaquin Delta National Heritage Area will serve as a cultural researcher and documenter, conducting fieldwork to study and record the traditions, customs, and practices of the local communities within the heritage area. Their role is to preserve and share the rich cultural tapestry of the region, providing valuable insights to support heritage conservation, community engagement, and educational initiatives.

#### Grant Writing Specialist

The Fundraising and Development Specialist (California job classification Associate Government Program Analyst) will be instrumental in securing the financial resources necessary to preserve and promote the Sacramento San Joaquin Delta National Heritage Area's cultural and historical heritage, ensuring its continued growth and impact, including donor and foundation cultivation and support, grant writing, fundraising events, and an overarching fundraising strategy for the National Heritage Area.

### Strategy 5.2.3 The NHA Management Plan Advisory Committee will be involved in the implementation of the management plan in a restructured role, provide counsel on recommendations for policy, process, and governance, and act as ambassadors to the partners and communities in the NHA.

The NHA Advisory Committee, described earlier in this chapter, was established at the beginning of the management planning process. It holds a crucial role in providing recommendations to the Delta Protection Commission. Throughout the planning process, the Advisory Committee actively sought input from and represented a wide array of stakeholders, including government entities, businesses, landowners, community representatives, cultural and natural resource advocates, recreational organizations, and the public.

In looking ahead, the DPC should restructure the NHA Advisory Committee DPC with an expanded role as well as ensuring it continues to have representation from each of the counties within the NHA. When Delta residents were asked about their confidence in governmental agencies in the Delta Residents Survey, respondents said they placed significant trust in community advisory groups.[[2]](#footnote-3) As such, the NHA Advisory Committee, working in collaboration with the DPC, will be an effective entity to foster and maintain community engagement for the NHA.

The role of the NHA Advisory Committee will be to:

* Continue the role of the community partners with membership representation from the fields of cultural heritage, natural resources, education, tourism, recreation, and community engagement within the NHA counties, with a balanced representation of the counties of the NHA.
* Provide insights, recommendations, and feedback to enhance the effectiveness of the organization's programs.
* Act as a bridge between the organization and the broader community.
* Review, evaluate, and make recommendations on grant applications to the NHA.
* Establish systems to measure the impact of the NHA's initiatives and gather feedback from stakeholders.
* Analyze data to make informed decisions and improve program effectiveness.
* Report regularly (yearly at least) to the Delta Protection Commission on the work of the NHA measured against the management plan and the enacting legislation.
* Members of the NHA Advisory Committee may be appointed to serve a single three (3) year term, with the ability to be re-nominated for another two terms before rotating off the Advisory Board.

### Strategy 5.2.4 The DPC staff and the NHA Advisory Committee will establish task groups, as necessary, in order to implement specific goals, objectives, and strategies of the management plan.

The task groups listed below are suggested – not mandated – and, therefore, should only be created if the NHA Advisory Committee and the DPC staff deem them to be necessary.

Each task group shall focus on a specific responsibility, outreach to local communities, convening partners, and ensuring active participation in decision-making processes. In addition, task group members should help organize community events, workshops, and forums within the task group focus areas to gather input and address concerns.

#### Heritage Resource Stewardship and Enhancement Task Group (Existing)

* Conducts and oversees research to deepen understanding of the heritage area's history, culture, and environment.
* Assists with the preservation of the built environment and conservation of cultural heritage.
* Coordinates partners and convenes meetings with historic preservation interests,
* Supports organizations working to conserve living traditions and curate historical archives.
* Contributes to educational and interpretation materials.

#### Interpretive Planning Task Group (Existing)

* This task group, which served as the interpretive planning task group during management planning, will work with DPC staff to advise and recommend the development of educational materials, workshops, tours, and other resources to engage the public and promote awareness of the NHA's significance.
* Works with schools, universities, and community groups to help to develop educational programs.

#### Heritage Tourism Task Group (Existing)

* This existing task group works with the DPC staff to advise and recommend responsible tourism initiatives that contribute to the local economy while preserving the NHA's integrity.
* Collaborates with partners and convenes meetings with local businesses, tourism boards, and marketing professionals to attract visitors.
* Supports existing interpretive providers.

#### Communications and Marketing Task Group (New)

* Advises on the organization's communication efforts, including social media, website, public relations, and marketing campaigns.
* Shares success stories, updates, and relevant information to engage stakeholders and the public.

#### Conservation Resources Task Group (New)

* Responsible for advancing those goals, objectives, and strategies of the NHA that address the natural resources within the NHA.
* Collaborates with other Delta state agencies, environmental organizations, and local communities on natural resource conservation efforts that contribute to the NHA’s programs and projects.

## Financial Needs of the Sacramento-San Joaquin Delta National Heritage Area

As the Sacramento-San Joaquin Delta National Heritage Area is housed within the Delta Protection Commission, portions of the DPC's operating budget are assigned to the annual operating cost of managing the NHA along with the proposed programs, projects, grants, and overhead. These costs are estimates based on actual operational costs provided by the DPC.

In addition, *Vision 2030*, the strategic plan for the Delta Protection Commission, laid out a strategy of leveraging sufficient funding for the DPC to accomplish its mission, including financially supporting and growing the Sacramento-San Joaquin Delta National Heritage Area. On funding matters specifically, *Vision 2030* stated:

"To accomplish its initiatives to the fullest degree, the Delta Protection Commission seeks to maximize available funding sources to protect and enhance the unique community and cultural values, recreation and tourism, natural resources, and agriculture of the Delta.

Objectives:

F.1 Continuously research, identify, and develop funding sources to support Commission operations and worthy and compatible activities in the Delta.

1.1 Partner with a Delta-based organization on programs that support the Delta region.

1.2 Identify and secure funding for Commission priorities by pursuing grants, partnerships, and federal or state appropriations, including the Delta Investment Fund.

1.3 Use federal appropriations granted to the Delta National Heritage Area to leverage additional funding."

Along with this commitment, the DPC can utilize the Delta Investment Fund which, as established, can accept private donations from individuals or grants from philanthropic foundations. This tool is significant for both the DPC and the Sacramento-San Joaquin Delta National Heritage Area, as accepting donations by a governmental body has been problematic for other National Heritage Areas with governmental coordinating entities.

#### Five-Year Financial Projection

Based on the staffing, programs, and projects articulated within this management plan, the Delta Protection Commission is projecting the financial calculations for coordinating, managing, and administering the Sacramento-San Joaquin Delta National Heritage Area found on the following page. The calculations contained in the table are estimates at the time of publication of this management plan, and the amounts could change.

## Conclusion

The recommendations contained within this chapter were developed in consideration of the long-term sustainability of the Sacramento-San Joaquin Delta National Heritage Area, the expressed needs of the NHA communities and partners, and in consideration of the recommendations contained within this management plan. The Sacramento-San Joaquin Delta National Heritage Area is in a strong management position as the DPC and the network of heritage partners work together to implement this management plan.

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| --- | --- | --- | --- | --- | --- | --- |
| Sacramento-San Joaquin Delta National Heritage Area | | | | | | |
| Five-Year Projection - Annual Operating Revenues & Expenses | | | | | | |
| REVENUES | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 | 5-Year Totals |
| Contributions/Donations | $0 | $1,500 | $2,000 | $2,500 | $2,500 | $8,500 |
| NHA Federal Grant | $500,000 | $500,000 | $500,000 | $500,000 | $500,000 | $2,500,000 |
| DPC Funding | $765,300 | $1,398,459 | $1,750,413 | $1,802,925 | $1,857,013 | $7,574,110 |
| Other Federal Grants | $0 | $25,000 | $25,000 | $30,000 | $30,000 | $110,000 |
| State Grants | $10,000 | $10,000 | $15,000 | $20,000 | $25,000 | $80,000 |
| Local Government Grants | $10,000 | $10,000 | $10,000 | $10,000 | $10,000 | $50,000 |
| Foundations | $25,000 | $25,000 | $50,000 | $50,000 | $50,000 | $200,000 |
| Other Revenue | $0 | $0 | $0 | $0 | $0 | $0 |
| Total Revenue | $1,310,300 | $1,969,959 | $2,352,413 | $2,415,425 | $2,474,513 | $10,522,610 |

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| . | . | . | . | . | . | . |
| EXPENSES | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 | 5-Year Totals |
| DPC Admin., Ops., Overhead | $765,300 | $1,398,459 | $1,750,413 | $1,802,925 | $1,857,013 | $7,574,110 |
| Consultant/Partner Support | $100,000 | $200,000 | $175,000 | $175,000 | $175,000 | $825,000 |
| Grants to NHA Partners | $150,000 | $200,000 | $250,000 | $300,000 | $300,000 | $1,200,000 |
| Printing, Copying, Postage | $10,000 | $12,500 | $15,000 | $15,000 | $15,000 | $67,500 |
| Prof. Expenses (Board/Staff) | $10,000 | $12,500 | $15,000 | $17,500 | $20,000 | $75,000 |
| Program Expenses | $10,000 | $15,000 | $20,000 | $25,000 | $25,000 | $95,000 |
| Prof. Org. & Membership Fees | $5,000 | $5,000 | $7,500 | $7,500 | $7,500 | $32,500 |
| IT Consultant | $15,200 | $15,200 | $15,200 | $15,200 | $15,200 | $76,000 |
| Misc. & Other | $6,500 | $7,900 | $8,400 | $9,100 | $9,900 | $41,800 |
| Total Expenses | $1,072,000 | $1,866,559 | $2,256,513 | $2,367,225 | $2,424,613 | $9,986,910 |
| Profit/Loss | $238,300 | $103,400 | $95,900 | $48,200 | $49,900 | . |
| Reserve Funds/Carry-Forward | . | $253,500 | $347,100 | $433,200 | $466,600 | . |
| Total of Cash After Expenses | $238,300 | $356,900 | $443,000 | $481,400 | $516,500 | . |
| In-Kind Support | $0 | $0 | $0 | $0 | $0 | . |
| Grand Total | $238,300 | $356,900 | $443,000 | $481,400 | $516,500 | . |
| . | . | . | . | . | . | . |

DPC calculates administration, operations, and overhead to include costs for staff salaries, employee benefits, office overhead, and travel.

In Years 1, 2, and 3, expenses for DPC administration include new positions.

Expenses for DPC administration are calculated with 3 percent COLA increases starting in Year 2.

1. Rudnick, J., Tomari, K., Dobbin, K., Lubell, M., and K. Bidenwig. *2023 Delta Residents Survey Summary Report*. Report developed for the Delta Stewardship Council, Delta Science Program. Sacramento, CA, pg. 56. [↑](#footnote-ref-2)
2. Ibid, pg. 55. [↑](#footnote-ref-3)