

Blue Ridge Berryessa Natural Area Conservation Partnership

Strategic Plan

Prepared by Stott Planning Associates

February 2003

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Prepared for:



Blue Ridge Berryessa Conservation Partnership

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FIGURES

Figure 1. BRBNA Location

APPENDICES

Appendix 1: BRBNACP Partners

Appendix 2: BRBNA Accomplishments

Appendix A: Background Information (separate document)

- Background Report (2 October 2002)
- Memorandum #2: Mission, Goals and Future Scenarios (1 November 2002)
- Workshop #1 Meeting Summary (11 October 2002)
- Workshop #2 Meeting Summary (8 November 2002)

Appendix B: Notebook of Resources (separate document) (September 2002)

1. Introduction

PURPOSE

Strategic Planning is an essential part of a growing organization and is often undertaken when an organization is in transition. The Strategic Planning process allows an organization to look at its history and accomplishments, identify the challenges it faces and the opportunities available in order to determine its desired future. The Strategic Plan helps focus the energy and effort of those involved in order to move forward.



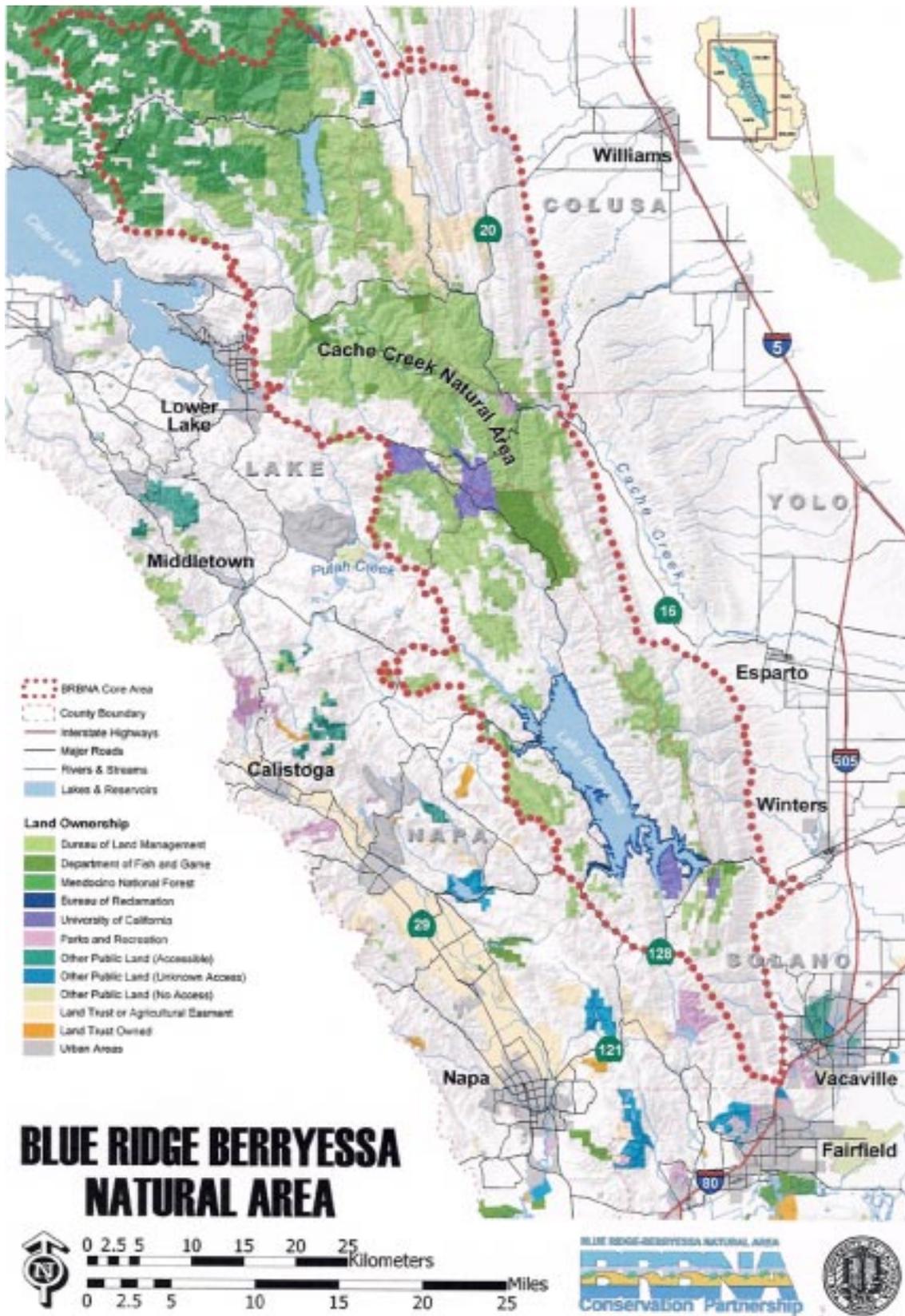
This Strategic Plan guides the actions and activities of the Blue Ridge Berryessa Natural Area Conservation Partnership (BRBNACP, Partnership) over the coming five years, with an emphasis on the first two critical years. The Partnership is currently in transition. In the five years since its founding, the Partnership has grown from fewer than ten partners to over 100 partners. Together the partners have realized significant conservation achievements within the Blue Ridge Berryessa Natural Area (BRBNA) – the 600,000 acre natural area that is the focus of the Partnership’s efforts.

However, the two individuals who have supported and facilitated the Partnership for the past few years will no longer be able to rely on past sources of funds in 2003. During the course of Strategic Planning, the partners reaffirmed commitment to the Partnership and determined that it must evolve in order to survive these changes. The Objectives and Strategic Milestones contained in this Strategic Plan serve to guide the Partnership through the coming years as it evolves into a more permanent entity.

THE BLUE RIDGE BERRYESSA NATURAL AREA

Located less than two hours away from the heavily-populated Sacramento and San Francisco Bay metropolitan regions, the BRBNA includes the rugged, natural landscapes and rangelands of the upper Putah and Cache Creek watersheds, both tributaries to the Sacramento River basin. The BRBNA is bounded on the east at the base of the Blue Ridge by the Capay and Sacramento Valleys, on the west by the Clear Lake basin and the Napa watershed, on the north by the Mendocino National Forest, and extends southward towards Interstate 80 along the southern Blue Ridge (see Figure 1). The area’s

Figure 1. BRBNA Location



diverse geology straddles the ancient contact between the North American and Pacific tectonic plates, and supports a unique assemblage of ecological communities including serpentine chaparral, in all of its variety; grasslands; oak savanna; oak and mixed oak/coniferous woodlands; and extensive riparian and cliff habitats.

Wildlife species abound, with a diversity of songbirds, mammals, amphibians, reptiles and fish. The area is sufficiently remote and large enough to support tule elk, bald and golden eagles, mountain lions and bears, as well as a variety of hawks, osprey, harriers, falcons, owls and other raptors. The serpentine soils of the region host a large number of indigenous plants, while Cache and Putah Creeks and their tributaries, as well as the region's lakes, provide abundant riparian and fisheries habitat.

A substantial portion of the BRBNA is currently in public ownership under the management of the Bureau of Land Management (BLM), the Bureau of Reclamation (BOR), the State Department of Fish and Game (CDFG), the California State Department of Parks and Recreation and the University of California Natural Reserve System. Private landowners have indicated their interest in promoting this regional conservation effort, coupling the use of easements and public acquisitions with the State and Federal designations to assure permanent, locally promoted, financially secure, efficiently regulated, and enlightened stewardship of the area. Conservation groups, including the American Land Conservancy, the Packard Foundation, the Wildlife Conservation Board, the California Wilderness Coalition, Cache Creek Wild, and the Land Trusts of Napa, Lake and Yolo Counties are actively pursuing land conservation projects in the area.

PARTNERSHIP HISTORY

The Partnership was founded in 1997 to provide a forum for land managers within the BRBNA to meet and discuss their activities. Homestake Mining Company facilitated the early meetings to address the closing of McLaughlin Mine and disposition of its lands and facilities to the University of California Natural Reserve System. Other early partners included the BLM, BOR, CDFG, the California State Parks Department, and the Gamble Ranch.

The group continued to grow, attracting conservation-minded landowners and other individuals and organizations with the common goal of ensuring the conservation of the open and wild character of the BRBNA. Today the Partnership includes over 100 partners – private landowners, public land managers, universities, and nonprofit organizations – dedicated to the conservation, preservation and management of over 600,000 acres of this natural, wild, agricultural and recreational landscape. Membership in the organization is voluntary. Appendix 1 includes a current list of partners.

ACCOMPLISHMENTS AND ONGOING PROJECTS

Appendix 2 includes a list of accomplishments in the BRBNA since the Partnership was founded. These accomplishments are a result of the collective efforts of one or more of the partners. Selected recent accomplishments include the 14,000-acre Bear Valley Ranch Conservation Easement; acquisition of the 9,000-acre Payne Ranch and the 8,000-acre Knoxville Wildlife Area; completion of numerous plans and projects including the Knoxville Off Highway Vehicle (OHV) Area Management Plan and the Cache Creek Coordinated Resource Management Plan (CRMP); completion of over 25 habitat enhancement projects including the Bear Valley Watershed Restoration Program; grants from the Packard Foundation, National Fish and Wildlife Foundation (NFWF) and the California State Coastal Conservancy; research on plant evolution, fire ecology, weed management and grassland diversity; and ongoing development of facilities and trails.

Most recently, the Partnership received the state's most prestigious environmental honor – the Governor's Environmental and Economic Leadership Award in the Category of Watershed Management. The Partnership received one of only fourteen such awards given statewide in 2002.

The Partnership also has a number of ongoing and planned projects. These include:

- **GIS Database Development.** Nearing completion, this project involves developing a database for the entire BRBNA. The ultimate goal is to use the database to support the planning efforts of the partners by providing them with maps and information. The final home for and administrator of the database has not yet been decided. The development of the database has been funded by a grant from the Packard Foundation and NFWF.
- **Website Update and Maintenance.** The BRBNACP website includes news, projects, events, visitor information, downloadable maps, and links to partner websites. Ongoing update and maintenance is one of the projects of the Partnership.
- **Napa County/BRBNA Biodiversity Assessment.** This is an ongoing project that includes The Land Trust of Napa County (The Land Trust), NatureServe, Information Center for the Environment (ICE) and the Napa County Planning Department.
- **BRBNA Conservation Framework.** This project will identify conservation goals and objectives and the types and intensities of public usage proposed for each management unit within the Natural Area. The framework will identify potential multi-agency cooperative administrative management and funding opportunities as well as means to enhance the level of local input and to generate and retain local revenues. The framework will inform the plans of the partners.

- **Community Outreach.** The BRBNACP is seeking funding to conduct community focus groups and an organized community outreach program. The goal of this outreach is to increase awareness of the BRBNA and to help secure financial support.
- **Summary Brochure.** A shorter version of the eight-page color brochure is being produced to use for outreach and fundraising.

PLANNING PROCESS

The Strategic Planning process was initiated in June of 2002. The planning team conducted interviews with the eleven Steering Committee members and six other individuals with an interest in the Partnership. The interviews helped develop an understanding of the strengths and weaknesses of the Partnership and the opportunities and threats it faces. Following these interviews, a Background Report containing a summary of interview findings, case studies of similar conservation organizations, organizational structure options, and drafts of the BRBNACP vision, mission, and goals was prepared as background for Strategic Planning Workshop #1.

Workshop #1 was held on October 11, 2002. Approximately 35 partners participated and addressed key issues including:

- the collective vision for both the BRBNA landscape and the Partnership
- the current and future roles of the partners and Partnership
- the mission of the organization
- the potential organizational options
- funding options
- staffing and leadership options.

Following Workshop #1, the planning team prepared a second report summarizing the workshop discussions and the decisions that were made.

The second report was provided as background information for Workshop #2 held on November 8, 2002. At this workshop, the 25 participants finalized the vision and mission statements, evaluated the pros and cons of the organizational scenarios, and made decisions about the future of the Partnership. The participants also discussed Steering Committee roles, the relationship with The Land Trust of Napa County as fiscal sponsor, an annual partner volunteer commitment, partner dues, subcommittees, and lobbying.

Based upon the input received at these two workshops as well as ongoing input from the Steering Committee, a Draft Strategic Plan was prepared and presented to the Partnership on January 10, 2003. The Final Strategic Plan was prepared based upon the comments received at the January meeting.

2. Background Analysis: Key Findings

Key strengths and weaknesses of the BRBNACP, and the opportunities and constraints it faces as it moves forward are summarized below. This information was gathered from the interviews with the Steering Committee and from the workshops.

STRENGTHS

- The Partnership involves a diversity of groups and landowners and encourages a sense of community based on a common concern for and shared interest in the BRBNA.
- The Partnership provides the opportunity for the partners to make contacts with others in the BRBNA – agencies, landowners, educational institutions, conservation organizations, etc. This has resulted in closer coordination of projects, sharing of information (including a coordinated mapping effort), and improved conservation practices within the BRBNA.
- The Partnership and the partners support the conservation actions of partner organizations within the BRBNA. This has resulted in coordinated projects, acquisition of key conservation lands, and receipt of more grants due to partner support.



WEAKNESSES

- Lack of funds and staff to complete what the Partnership wants to do.
- Absence of a clear message to sell to the general public.
- Lack of outreach to private landowners, the general public, county governments, residents of the surrounding region, and to the gateway communities. Outreach is needed to build trust and reduce any suspicion about the organization.

OPPORTUNITIES

- Conservation of a large and varied pristine landscape, close to urban areas.
- Resource protection – habitat conservation, easements, open space preservation, biodiversity and resurgence in wild species.
- Help guide decisionmaking on public access and recreation.
- Conduct education and outreach to support conservation.
- Create a comprehensive conservation plan for the whole area.
- Develop a better understanding of local governments and residents through polling, focus groups, and outreach.
- Provide guidance and facilitation in stewardship, land transactions, project-based tasks, easement monitoring and stewardship (closing gaps in preserved networks), and data sharing.
- Complete the projects currently underway and use them as pilot projects to raise additional funds.
- The greatest organizational opportunity is for the group to stay together and serve the function of bringing the partners together. Most people felt the Partnership should remain much the same – a voluntary Partnership with similar goals and objectives – but with a permanent facilitator, more certain funding, clearer definition of partner values, and more partners that support the mission of the group.

CONSTRAINTS

- Limited resources: money, political goodwill, human capital.
- As the region grows pressure for development will increase.

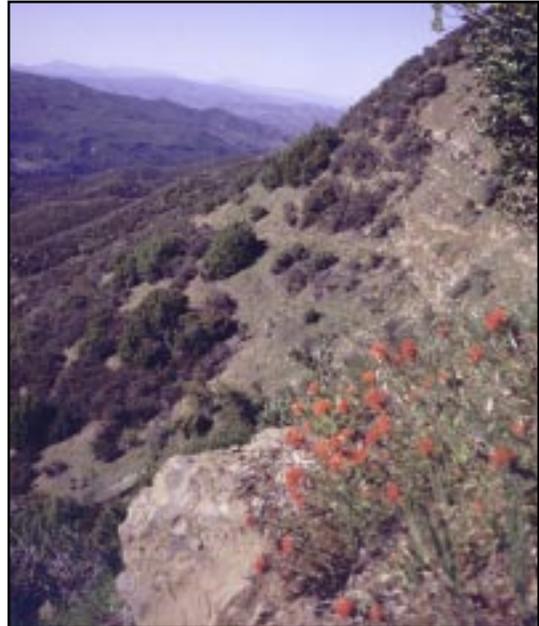
3. Vision, Mission, Guiding Principles and Strategic Goals

The Vision for the BRBNA embodies the hopes that the partners have for what the physical landscape will look like in 25 years. The efforts of the Partnership will be essential to the realization of this vision. The vision was created based upon interviews with the Partnership's Steering Committee and input from the partners at the two strategic plan workshops.

The Mission of the Partnership identifies the priority goals of the Partnership and the methods by which it will support them. It describes the functions and purpose of the BRBNACP.

The four Guiding Principles are the over-arching ideals that guide decision-making and the actions of the Partnership. The guiding principles pertain to conservation, respecting private property rights, economic development, and public recreation.

Five Strategic Goals form the heart of the Strategic Plan. They support the mission of the Partnership and their achievement, through the implementation of objectives and strategic milestones, will lead towards the realization of the vision statement.



VISION FOR THE BLUE RIDGE BERRYESSA NATURAL AREA

It is the year 2030. The 600,000-acre BRBNA is an expansive landscape composed of publicly-owned wild, resource, and recreation lands; and well-managed private lands, ranches, and vital agricultural operations. The landscape supports a variety of resource-appropriate recreation activities. The BRBNA is protected from urban sprawl through a combination of public ownership, conservation easements, and the efforts of conscientious landowners. New housing and visitor services are located in the gateway communities that border the BRBNA, further protecting this extraordinary region. The region is renowned for its biodiversity, undisturbed natural processes and scenic beauty. Visitors enjoy views and vistas of the serene landscape and appreciate the variety of resource-based activities it affords – research and academic study of the sensitive natural areas, ranching, agricultural operations, and recreation.

The public, nonprofit and private landowners within the BRBNA are all partners in the BRBNA Conservation Partnership (BRBNACP). This group actively works together to conserve and enhance the sustainability, biodiversity and productivity of the BRBNA's resources, and to address new challenges as they arise.

MISSION STATEMENT FOR THE BLUE RIDGE BERRYESSA NATURAL AREA CONSERVATION PARTNERSHIP

The Blue Ridge Berryessa Natural Area Conservation Partnership (BRBNACP) promotes the conservation and enhancement of the expansive landscape that comprises the BRBNA by encouraging the sensitive management of its wild, agricultural, recreational, archeological and historical resources. As a voluntary and inclusive organization, the BRBNACP facilitates coordination and collaboration among its public, private and nonprofit partners; provides research, information, and education services to the partners; and conducts outreach to the public.

GUIDING PRINCIPLES

Five principles guide the activities and decisions of the Partnership. Activities that do not conform to these principles will not be undertaken by the Partnership.

- Preserve, protect and enhance natural resource values of the BRBNA including its lands, wildlife, plants, creeks and bodies of water.
- Support conservation-based land-use activities and sustainable economic development in the BRBNA.
- Respect the rights of private landowners.
- Encourage resource-compatible, non-growth inducing public recreation facilities on public lands.
- Consider all positions on an issue but only support activities when the Partnership has reached consensus.

STRATEGIC GOALS

The Partnership has five strategic goals that guide its activities and decision-making. These are:

- **Strategic Goal 1:** Foster coordination and collaboration among the partners.
- **Strategic Goal 2:** Support the partners' efforts to conserve, enhance and sensitively manage the BRBNA.
- **Strategic Goal 3:** Provide research, information, and education services to the partners.
- **Strategic Goal 4:** Educate the public about conservation of the BRBNA.
- **Strategic Goal 5:** Build a strong and lasting organization with the structure and adequate financial capacity to support the mission of the Partnership.

4. Strategic Goals, Objectives, and Milestones

This chapter outlines the strategic direction for the Partnership for the coming five years with a focus on the first two critical years. Accomplishing the Milestones of the first two years, which focus on funding, staffing, selected key projects and building support for the Partnership, will ensure the success of the Partnership over time.



The five Strategic Goals included in this chapter support the mission of the Partnership and help guide the Partnership towards realizing its vision for the BRBNA. Objectives have been developed for each goal and are more precise than goals and help to implement the strategic goals. Milestones are measurable targets that must be met in a timely manner in order to meet the objectives. Many of the Milestones that have been identified are those that recur – either annually, semi-annually, on an as-needed basis, or an ongoing basis. These Milestones are things that the Partnership needs to be doing regularly in order to achieve its mission and goals. There are also Milestones that have been assigned a specific target year. These Milestones will be completed during the target year and will not recur.

STRATEGIC GOAL 1: FOSTER COORDINATION BETWEEN AND COLLABORATION AMONG THE PARTNERS.

This goal strives to encourage the diverse multiparty nature of the Partnership and the relationships it fosters. In the five years since the group began meeting, coordination and collaboration among the partners at the monthly meeting remains the key strength of the Partnership. These meetings have resulted in collaborations and accomplishments that individual partners could not have achieved on their own.

Two objectives support Strategic Goal 1:

- **Objective 1.1:** Ensure that partners communicate regularly and effectively, and that all are receiving value from the Partnership.
- **Objective 1.2:** Preserve and promote goodwill among the partners by ensuring that all partners have an equal voice in the Partnership and that all decisions are reached by consensus.

Objective 1.1: Ensure that partners communicate regularly and effectively, and that all are receiving value from the Partnership.

Since its inception, the Partnership has been based on the exchange of ideas and information. This is the key to its success and the reason for its continuously increasing membership. Continued participation depends upon the continued effectiveness of the Partnership and the value that the partners extract from it. Communication and collaboration will also be enhanced among partners if the group understands the mission and goals of each partner.

Other Strategic Plan activities that contribute to effective communication among the partners include subcommittee meetings (Objective 5.1), joint projects (Objective 2.3), and special events (Objective 5.2).

MILESTONES

Recurring

- Convene monthly meetings of the BRBNACP. (Monthly)
- Publicize monthly meetings in local papers and through the partners. (Monthly)
- Develop and follow meeting agendas. (As Needed)
- Following meetings, distribute minutes to all partners and any visitors in attendance. (As Needed)
- Annually verify and update all partner contact information currently in the database. (Annually)
- Hold an annual meeting at which the years' accomplishments are highlighted and the direction for the coming year is set. Allow time for comments and concerns to be aired and addressed by the partners. (Annually)
- Request that new partners provide background on the mission and goals of their organization and the reasons for participating in the BRBNACP. Include this information in the meeting minutes distributed following the meeting. (As Needed)

2003

- Begin alternating the location of the monthly meetings to provide opportunities for more partners to participate. Possible alternate locations include McLaughlin Reserve, Winters Town Hall, and the Napa Library.

2004

- Develop a welcome packet for new partners that includes the brochure, BRBNACP history and accomplishments, information included in the database, contact list of partners, and a brief description of the mission and goals of each partner. Initially, provide all partners with this packet. Then, provide it to new partners when they join the Partnership.

Objective 1.2: Preserve and promote goodwill among the partners by ensuring that all partners have an equal voice in the Partnership and that all decisions are reached by consensus.

The Partnership has historically reached decisions by consensus and has agreed not to address issues where there is dissent among the partners. Because there are numerous meaningful projects that the partners agree upon, it is not necessary to tackle those where partners disagree. When conflict does arise, a method should be available to mediate among those in disagreement.

MILESTONES

Recurring

- Foster the consensus process through effective meeting facilitation that allows everyone to be heard. (Ongoing)
- At meetings, address dissenting opinions before moving to a different topic. (Ongoing)
- Discuss all positions that partners hold on an issue but act only on those where consensus can be reached. Return to controversial issues at a future date to reevaluate. (Ongoing)
- Allow time at the end of monthly meetings to discuss what is working well between partners and what needs improvement. (Monthly)
- Should conflicts arise between partners that cannot be resolved, designate a volunteer or hire a professional mediator to work with the parties involved and address the conflict. (As Needed)

STRATEGIC GOAL 2: SUPPORT THE PARTNERS' EFFORTS TO CONSERVE, ENHANCE AND SENSITIVELY MANAGE THE BRBNA.

The BRBNACP strives to maintain the rural character of the BRBNA and its presence provides a strong voice for fundraising and general conservation efforts in the area. The Partnership can support its partners by publicizing partner efforts; supporting the partners' actions; identifying regional goals; and helping to identify and facilitate collaborative projects among the partners.

The Objectives that support Strategic Goal 2 are:

- **Objective 2.1:** Support fundraising activities of the partners.
- **Objective 2.2:** Establish, prioritize and facilitate adaptive conservation goals and criteria.
- **Objective 2.3:** Identify collaborative projects that the Partnership can initiate that will benefit both the BRBNA and the partners.

Objective 2.1: Support fundraising activities of the partners.

The support of the Partnership and its partners can have a significant positive influence on a foundation or a private sponsor considering supporting a proposal within the BRBNA. The presence of a BRBNACP representative at a partner fundraising event reminds funders of the larger picture they are supporting and the broader reasons why their contributions are important. With mutual support, the partners can acquire significantly greater funding than a partner could individually.

MILESTONES

Recurring

- When partners prepare and submit grant proposals for projects that are aligned with the mission of the Partnership, the Partnership will provide a letter of support to accompany the proposal. (As Needed)
- When partners host fundraising events, assure that a representative from the Partnership is present at the event. (As Needed)
- Serve as a resource to the partners for funding information. Provide data and information on funders and fund raising, and facilitate collaborative funding among partners. (As Needed)

Objective 2.2: Establish, prioritize and facilitate adaptive conservation goals and criteria.

One of the common goals of the Partnership is the preservation of the open and wild character of the BRBNA. The most effective method of conserving land and maintaining this natural character is

through acquisition of easements or fee ownership by a conservation organization or agency. Key lands to protect include those under threat of development and those with significant natural resources. As the gateway communities that surround the BRBNA grow, the BRBNA will face an increased threat of development. By establishing goals and priorities for conservation, funding agencies and organizations, as well as local land trusts and other agencies capable of holding easements and fee simple ownership, will be able to effectively plan for conservation of these threatened areas.

In order to ensure the most positive preservation outcomes, conservation goals and priorities should include data for each priority area identifying significant natural resources and degree of development threat.

MILESTONES

Recurring

- Protect a minimum of 10,000 acres annually through easement or fee title purchase. (Annually)
- Reevaluate the conservation priorities annually in conjunction with all partners. (Annually)
- If new development threatens an area not previously high in conservation priority, reevaluate that area using the conservation criteria and consider reprioritizing it due to new threats. (As Needed)
- If unforeseen conservation opportunities arise, or lands become available, evaluate these lands for their conservation values based upon the conservation criteria. (As Needed)
- At monthly meetings allow time to discuss immediate and impending threats to the BRBNA as well as conservation opportunities as identified by the partners. (Monthly)
- Support partner requests for easement or fee title acquisition funding. (As Needed)
- When easement funding proposals are prepared encourage the proposing partner(s) to include in their proposal permitted and prohibited activities and the resources and values (natural, cultural, agricultural) being protected by the easement. (As Needed)
- Provide annual progress reports on lands conserved, upcoming priorities and rationale, and funding needs to current and potential funders and conservation organizations. (Annually)

2003

- Develop conservation criteria.
- Work with partner land trusts and other organizations capable of holding easements to identify key conservation areas.

- Discuss and approve conservation goals with the entire Partnership and incorporate them into the Conservation Framework.

2004

- Identify landowners in the key conservation areas.
- Meet with the key landowners about the benefits of conserving their land.
- Develop a presentation for key decision-makers and planning commissioners with jurisdiction over the BRBNA so that they may understand the value of conserving the BRBNA.

Objective 2.3: Identify collaborative projects that the Partnership can initiate that will benefit both the BRBNA and the partners.

By thinking more broadly and on a larger scale, the Partnership may identify projects that are beyond the reach or the mission of many partners. Collaborative efforts should be those that a partner could not undertake on its own that would provide a significant benefit to the Partnership and the region as a whole.

MILESTONES

Recurring

- At monthly meetings discuss partner projects that could benefit the Partnership and the region if broadened in scope. Identify what type of support the sponsoring partner needs. (Monthly)
- Identify and provide support for two collaborative partner projects annually. (Annually)

2003

- Complete the grant requests for 2003 projects (see also Objective 5.2).

STRATEGIC GOAL 3: PROVIDE RESEARCH, INFORMATION AND EDUCATION SERVICES TO THE PARTNERS.

A primary function of the Partnership is to facilitate the dissemination of information to and from the partners, allowing all partners to take advantage of research that only one may have been capable of completing. In the future the Partnership will also gather information and do independent research and provide the results to the partners. This is a means of education for partners and their organizations and agencies, and fosters communication among partners. Strong leadership to direct the research will be essential to achieve this goal.

Related strategic plan activities include identifying collaborative projects (Objective 2.4).

The Objectives to reach this goal are:

- **Objective 3.1:** Assure that the BRBNA database is compiled, managed and periodically updated so data is easy to share among partners and provides them with useful, sound information to support decisions and actions.
- **Objective 3.2:** Complete the Conservation Framework and use it as a fundraising tool and guide for the partners.
- **Objective 3.3:** Identify consistent, sensitive and sustainable resource management principles and practices that can be shared with existing and future partners.
- **Objective 3.4:** Keep the partners informed about plans, legislation, and/or local political activities that may positively or negatively affect conservation of the BRBNA.

Objective 3.1: Assure that the BRBNA database is compiled, managed and periodically updated so data is easy to share among partners and provides them with useful, sound information to support decisions and actions.

The BRBNA database is one of the most important undertakings of the Partnership to date. Once complete, the database will allow each partner to take advantage of all available research pertaining to the BRBNA. This will not only increase the overall understanding of the BRBNA and its resources but will also assist in planning for projects and acquisitions. Key considerations include the final home and administration of the database.

MILESTONES

Recurring

- Update the database as new information becomes available from partners. (As Needed)
- Investigate any scientific studies being performed on lands within the BRBNA and approach the researchers about joining the Partnership. (As Needed)
- Encourage each partner to use the BRBNA database and conservation framework to support its planning efforts. (As Needed)

2003

- Complete the initial phase of data input.
- Conduct a presentation to the Partnership of the data and maps included in the database.

2004

- Secure a location to house the GIS database.
 - Secure funding to support a GIS technician (see Objective 5.2).
 - Hire a technician to maintain and update the GIS database.
-

Objective 3.2: Complete the Conservation Framework and use it as a fundraising tool and guide for the partners.

The BRBNA Coordinated Resource Management and Conservation Framework is a collaboration between the partners and the public to identify conservation goals and the types and intensities of public usage appropriate for each management unit within the BRBNA. The Conservation Framework will help inform the plans of the partners and will also show funders the potential that exists within the BRBNA.

MILESTONES

2003

- Complete the Conservation Framework and have it approved by the partners.
 - Conduct a workshop informing partners about the components of the Conservation Framework and how it may be useful in their own planning efforts and for fundraising.
-

Objective 3.3: Identify consistent, sensitive and sustainable resource management principles and practices that can be shared with existing and future partners.

Together, the Partnership has the knowledge necessary to compile a set of land management practices that could be encouraged through partner organizations as well as through public outreach. This type of information is intended to improve the overall management of the lands of the BRBNA.

MILESTONES

2003

- Seek funding for the preparation of the BRBNA Resource Management Principles and Practices (see Objective 5.2).

2004

- Develop the “BRBNA Resource Management Principles and Practices: A Guide for Landowners and Managers” under the guidance of the Stewardship Committee. Key issues to

address include a description of the BRBNA's natural resources and the key principles guiding the management of each resource.

2005 and Beyond

- Conduct training to landowners and land managers on the use of the Resource Management Principles and Practices document.

Objective 3.4: Keep the partners informed about plans, legislation, and/or local political activities that may positively or negatively affect conservation of the BRBNA.

MILESTONES

Recurring

- Assign a volunteer to review local papers and state legislation and identify any proposals or actions that may affect the BRBNA. (Ongoing)
- For state legislation, draft letters of support/protest as appropriate, and disseminate these letters to the partners and current funders to send to legislators on their letterhead. (As Needed)
- For local issues, discuss the issue and how the Partnership should address it as part of a regular BRBNACP meeting. If the issue is urgent, convene the Steering Committee to discuss and address the issue. (As Needed)

2003

- Review and provide input to the BOR's Lake Berryessa Visitor Services Plan.

STRATEGIC GOAL 4: EDUCATE THE PUBLIC ABOUT CONSERVATION OF THE BRBNA.

Public education is the most effective way of garnering support for conservation. Through education, local landowners may better understand the benefits of conservation both for them and for future generations; residents of gateway communities will better understand the values associated with preserving an open, undeveloped landscape; and decision-makers will understand the importance of conserving the land for their constituents. Education takes different forms for each of these different audiences. For certain groups, education and fundraising go hand in hand, while for others it is more successful to have presentations be purely informative. Effective public outreach can lead to financial and political support as well as a cadre of volunteers to assist with partner projects.

The outreach activities included under this goal are aimed at developing a regional identity and at increasing education, awareness, and potentially, fundraising opportunities. Those contacted as part of these outreach activities are not necessarily being solicited to become partners. Rather, the goal is to build support for the efforts of the partners. However, many of the individuals and organizations that will be contacted would be desirable partners and this potential should be considered as part of the outreach activities.

The Objectives that support Strategic Goal 4 are:

- **Objective 4.1:** Improve existing and create new materials to use for outreach, education, and fundraising activities.
- **Objective 4.2:** Create a regional identity for the BRBNA to allow others to better understand the area and its special qualities.
- **Objective 4.3:** Conduct outreach to private landowners and assure that they are aware of the BRBNACP and the conservation opportunities available to them on their lands.
- **Objective 4.4:** Reach out to the neighboring communities (including business, civic, neighborhood, and school groups) to increase the understanding of the many values of the BRBNA and to build a common vision for the BRBNA.
- **Objective 4.5:** Conduct outreach to local opinion leaders such as special interest groups, foundations, legislators, government leaders, and planning commissioners to build an understanding of the values of regional conservation.

Objective 4.1: Improve existing and create new materials to use for outreach, education, and fundraising activities.

The Partnership currently has a full-color brochure describing the mission, goals and accomplishments of the Partnership. There are also marketing materials that have been developed by individual partners to describe these organizations and roles.

The Partnership can develop a number of additional materials to use as part of its outreach activities including a simplified brochure, slide and PowerPoint presentations, videos, and full sized maps. All material used for outreach should be easy to digest, compelling and graphically appealing.

MILESTONES

Recurring

- Prepare the annual BRBNA Spring Festival calendar for distribution throughout the region. Secure a donation for printing. (Annually) (see Objective 5.2)

- Build and update annually a mailing list of all individuals and organizations contacted as part of the outreach activities. (Annually)
- Prepare an annual (twice per year would be preferable) newsletter highlighting the activities and accomplishments of the Partnership. Include donation envelopes with the newsletter. Send the newsletter to those on the mailing list. (Annually)

2003

- Develop a simplified brochure and fundraising envelopes that can be used for education, outreach and fundraising. (see Objective 5.2)
- Identify a donor for the printing of the above brochure (e.g., a local printer, partner or other business donor). (see Objective 5.2)
- Develop outreach materials specifically for landowners. These materials could address the benefits of conservation easements and also include the services the Partnership and various partners can offer to landowners. Include contact information for local, state and nationwide land trusts.
- Develop a slide show to take to various organizations and institutions to promote conservation of the BRBNA and support for the Partnership.
- Develop a PowerPoint presentation to take to various organizations and institutions to promote conservation of the BRBNA and support for the Partnership.
- Prepare an introductory letter describing the Partnership, its mission and activities, for distribution to identified neighbors, friends, and professional associates of the BRBNA and partners.

Objective 4.2: Create a regional identity for the BRBNA to allow others to better understand the area and its special qualities.

As public awareness of the BRBNA increases, support for the Partnership's efforts to protect, conserve and manage the BRBNA will increase. This increased public support may lead to additional funding, greater political support, and an increased volunteer base. By helping to create a distinct identity for the BRBNA, the Partnership can support both individual and collaborative conservation efforts within the BRBNA.

Creating a regional identity includes developing marketing materials as addressed under Objective 4.1. Once the materials are complete, information about the BRBNA can be disseminated through newspaper articles, at local fairs and festivals, on the radio, and at special events.

MILESTONES

Recurring

- Attend and distribute outreach materials at six local public events annually (e.g. farmers' markets, county fairs, summer festivals). (Annually)

2003

- Have willing agency/organizational partners display BRBNACP outreach materials in public areas.
- Seek a volunteer to write a recurring news column about conservation and the BRBNA.

2004

- Construct and install five information/donation boxes in key visitor-serving locations. Boxes should include promotional information about the BRBNA and the Partnership, and provide a secure location for visitors to deposit donations. Secure a donation for the construction and installation of these boxes. (see Objective 5.2)

2005 and Beyond

- Partner with local school districts to create educational programs for school children at all levels in the areas of conservation, biology, botany, zoology, geology and water courses/forestry.

Objective 4.3: Conduct outreach to private landowners and assure that they are aware of the BRBNACP and the conservation opportunities available to them on their lands.

Private landowners are often targets for developers. By educating landowners about conservation and the benefits land conservation holds for present and future generations, the Partnership may increase the amount of land conserved within the BRBNA. However, local landowners may be unaware of the Partnership and the services it can provide them. Appropriate mailings, presentations and phone calls may garner interest in the Partnership and its conservation efforts.

MILESTONES

Recurring

- Identify ten major landowners with lands in key acquisition areas, and the appropriate partners (land trusts) to approach them regarding conservation and participation in the Partnership. Repeat with different landowners annually. (Annually)

- Of the landowners contacted as part of this objective, identify those who would be appropriate partners and invite them to attend a meeting. (As Needed)
- Maintain annual contact with all landowners contacted via newsletter mailings, letters, phone calls and/or personal visits. (Annually)

2003

- Identify a specific set of services that the Partnership or individual partners can offer to private landowners to help them with conservation planning. Services could include stewardship, help, advice, access to land conservation groups and permitting agencies, and knowledge of protocol. Include this information as part of the landowner outreach materials (Objective 4.1).

Objective 4.4: Reach out to the neighboring communities (including business, civic, neighborhood, and school groups) to increase the understanding of the many values of the BRBNA and to build a common vision for the BRBNA.

The individual and business neighbors in the gateway communities are those with the greatest influence over the land and the development that does or does not occur there. These individuals may also be important allies for the Partnership, and some may even consider becoming partners.

MILESTONES

Recurring

- Make presentations to three business groups and three civic organizations about the Partnership and conservation of the BRBNA. Repeat with different businesses and organizations annually. (Annually)
- Of the individuals and businesses contacted as part of this objective, identify those who would be appropriate partners and invite them to attend a meeting. (As Needed)
- Maintain annual contact with all businesses and groups contacted via newsletter mailings, letters, phone calls and/or personal visits. (Annually)
- Conduct presentations at four local schools annually to educate students about the BRBNA and its conservation. Repeat with different schools annually. (Annually)
- Conduct presentations to four neighborhood/community associations annually to increase awareness of and support for conservation in the BRBNA. Repeat with different neighborhood/community associations annually. (Annually)

Objective 4.5: Conduct outreach to local opinion leaders such as special interest groups, foundations, legislators, government leaders, and planning commissioners to build an understanding of the values of regional conservation.

Recurring

- Identify ten local opinion leaders and the appropriate partners to approach about conservation of the BRBNA and potential activities (legislative or jurisdictional) that may affect the BRBNA. Repeat annually with different opinion leaders. (Annually)
- Of the opinion leaders contacted as part of this objective, identify those who may be appropriate partners and invite them to attend a meeting. (As Needed)
- Maintain ongoing contact with all opinion leaders contacted via newsletter mailings, letters, phone calls and/or personal visits. (Annually)

2003

- Make slide or PowerPoint presentations to the five county planning commissions about the Partnership and conservation of the BRBNA.

STRATEGIC GOAL 5: BUILD A STRONG AND LASTING ORGANIZATION WITH THE STRUCTURE AND ADEQUATE FINANCIAL CAPACITY TO SUPPORT THE MISSION OF THE PARTNERSHIP.

The BRBNACP has grown significantly since its inception and the need to provide more organizational structure and funding was one of the purposes for developing the BRBNACP Strategic Plan. In the workshops the partners reiterated the importance of the Partnership retaining the qualities that have made the Partnership successful – namely its loose, inclusive structure that allows it to respond to conservation opportunities. Although the structure has been successful to date, the organization will need some greater structure to ensure its success in the future. Strategic Goal 5 is implemented by four objectives addressing organizational structure, funding, leadership and staffing, and partner roles.

- **Objective 5.1:** Build an organizational structure that ensures the viability of the BRBNACP in perpetuity.
- **Objective 5.2:** Secure adequate funding to cover the activities of the BRBNACP, including partner coordination and support, fundraising, outreach, education and identified special projects.
- **Objective 5.3:** Assure that the BRBNACP has skilled and impartial leadership that fosters trust and cooperation among the partners and has staff, as needed, to support the responsibilities of the Partnership.

- **Objective 5.4:** Clarify the roles of the partners in order to strengthen the Partnership.

Objective 5.1: Build an organizational structure that ensures the viability of the BRBNACP in perpetuity.

The Land Trust of Napa County currently sponsors the BRBNACP. Because of this relationship, the Partnership enjoys many of the benefits of being a nonprofit without actually incorporating. These benefits include the ability to accept tax deductible donations and to receive grants. The Land Trust also administers the Partnership's grants and prepares financial reports. However, the relationship between the two organizations has not been formalized. In order to continue this relationship, it is recommended that a sponsorship agreement be completed between the two organizations addressing the duties of The Land Trust, the agreed upon cost for performing the sponsorship, and the terms of the agreement.

In the long term, it is recommended that a nonprofit organization – “Friends of the BRBNA” be established. The mission of this organization will be to preserve and protect the BRBNA by serving and supporting the Partnership. The Steering Committee will become the Advisory Board to the nonprofit and the board of the nonprofit will be composed of partners that are able to serve on a nonprofit board without conflicts with their employers. The staff that serves the Partnership will be the employees of this nonprofit. All grants, dues and donations will be managed by the nonprofit under the direction of the Advisory Committee and the nonprofit's board of directors.

One alternative organizational option will be evaluated in the future. This option is for the BRBNA to become a Resource Conservation and Development Area. This is considered an organizational option because it functions much like a formal watershed organization and the designation comes with funding for a full time staff person from the U.S. Department of Agriculture Natural Resources Conservation Service (USDA-NRCS).

STEERING COMMITTEE LEADERSHIP

The Steering Committee of the BRBNACP is currently composed of volunteers who meet monthly to discuss the direction and projects of the Partnership. This structure will continue with minor modifications. The Steering Committee should be a maximum of 15 people in size. A chair and vice-chair should be identified by the Steering Committee as a whole. These two positions should have a finite term of one to two years. The Steering Committee seats should be filled with an eye towards creating a geographic balance; and a balance between individuals, agencies, nonprofit organizations, and businesses. Steering Committee positions should be elected by the Partnership and have a term of two years. Ideally, specific seats on the Steering Committee should be designated for the major landown-

ers and managers – UC, BLM, BOR, CDFG, and The Land Trust. Specific seats should also be designated for large landowners in each County and for recreation interests.

As the Partnership matures issues will arise that need to be addressed with Steering Committee policies. These might require Steering Committee members who have a financial interest in a Steering Committee decision to excuse themselves from that decision.

COMMITTEES

The Partnership has had committees in the past but presently has no formal committees with the exception of the Steering Committee. As part of the Strategic Planning, the need for committees was identified and agreed upon. Beginning in 2003, committees will be formed and assigned tasks necessary to achieve the Partnership's strategic objectives. These committees will be responsible for carrying out the Strategic Plan Milestones that support each objective. Each subcommittee will be led by a Steering Committee member to assure continuity. Committees should meet or conduct a conference call on a monthly basis. Committee meetings and calls are open to all interested parties. The committee chair is responsible for reporting back to the overall Partnership and to the Steering Committee. BRBNACP Committees are:

- Steering Committee
- Land Conservation Committee
- Outreach and Education Committee
- Stewardship Committee
- Data Management Framework Committee
- Special Events Committee
- Trails and Recreation Committee

MILESTONES

Recurring

- Conduct monthly Steering Committee meetings to address progress on the Strategic Plan Milestones, committee progress, and fundraising, staffing, and outreach issues. (Monthly)
- Review the Strategic Plan annually to determine if any parameters have changed that would affect implementation of the recommended Milestones. (Annually)
- Review the Milestones annually and assure that those to be completed in a given year have been assigned to a committee or individual as appropriate. (Annually)
- Conduct monthly committee meetings or conference calls. (Monthly)

- Committee chairpersons shall provide monthly reports on committee business to the Steering Committee and to the general partnership. (Monthly)

2003

- Formalize the sponsorship agreement with The Land Trust. Agree upon fees and clarify responsibilities.
- Establish committees and assign responsibilities for the Milestones included in this Strategic Plan. (See Chapter 5: Committees and Responsibilities)

2004

- Renew sponsorship agreement with The Land Trust of Napa County.

2005 and Beyond

- Renew sponsorship agreement with The Land Trust of Napa County.
- Develop Steering Committee policies to guide decision-making.
- Reconsider other organizational options discussed during the Strategic Planning sessions. These include:
 - Resource Conservation and Development District
 - Developing a nonprofit organization to support the Partnership. Should this be desired consider developing a mission, vision and strategic goals and objectives for the nonprofit as well as bylaws for its board. Assure that the Partnership and the nonprofit roles and responsibilities dovetail.
- Review and update the BRBNACP Strategic Plan.

Objective 5.2: Secure adequate funding to cover the activities of the BRBNACP, including partner coordination and support, fundraising, outreach, education and identified special projects.

Lack of operational funding was identified as a key issue during the Strategic Planning process. An essential part of the success of the Strategic Plan is to secure funding both for operational needs and for specific projects. The recommendations for raising operational funds fall into the following categories: partner dues, individual and major donors, special events and grants.

PARTNER DONATIONS

As a part of this planning process, the partners agreed to contribute annual partner donations to the BRBNACP to help support the organization. Because the dues are voluntary, no one will be excluded

or discouraged from participating if they are not able to contribute. All dues payments will be directed to The Land Trust for distribution to the Partnership as part of the fiscal sponsorship agreement. Certain organizations may not be able to pay the suggested dues due to budget or organizational constraints. In these cases, an in-kind donation (e.g. meeting space, copies, office supplies, staff time, postage, office space, etc.) is suggested to help meet the needs of the Partnership.

The following dues structure is a recommendation based upon the dues of similar organizations.

- Government Agency, University \$1,000 to \$2,500
- Nonprofits with budget over \$50,000 \$500 to \$1,000
- Nonprofits with budget under \$50,000 \$250 to \$500
- Business \$1,000 to \$2,500
- Individual \$50 to \$500

INDIVIDUAL AND MAJOR DONORS

A campaign to solicit donors is a major undertaking and one that should be planned and orchestrated carefully. However, in the short-term, the partners agreed that each partner will identify two potential donors – one individual and one business. A general donation letter will be written, signed by the individual partner and sent, along with the brochure, to the suggested donors. The partner will follow up with his or her two donors to solicit a donation.

The Partnership will also identify ten major corporate sponsors to target for large donations (\$2,500 and up). For each major donor, the Partnership will identify specific partners to solicit each donor. Potential major donors with ties to the BRBNA include: Novozines, the Rumsey/Band Trust/Foundation (Cache Creek Casino), GE Wind, Calpine, Napa Vintners Association, Mariani Nut Company, Bank of America, SBC/Pacific Bell, GTE, PG&E and other utilities.

SPECIAL EVENTS

A special event can bring people together and raise awareness of the BRBNA and the Partnership's efforts. The group agreed to conduct one special event annually. This event should raise funds, increase the prospective donor list, and increase media coverage. If the event is held in conjunction with the Spring Festival, this may increase the chances of its success. The event should be something unique. Partners should submit lists of invitees. A special invitation should be prepared. A fee should be charged for the event. Food and drink should be provided. A silent auction of items donated by partners could further increase funds raised.

GRANTS

Grants for operations are difficult to secure. However, the likelihood of securing grants for operations is increased if the Partnership has funds to match the grant. Partner dues, donations and special events help increase the likelihood of having matching funds. The group agreed to prepare grants to seek organizational development assistance. Potential grantors include Kongssgard Goldman Fund, Packard Foundation and the River Network.

MILESTONES

Recurring

- Collect partner dues annually. (Annually)
- Hold an annual fundraising event that includes a presentation on the efforts and achievements of the Partnership. This could be in conjunction with the BRBNA Spring Festival. (Annually)
- When donations are made, assure that donors are recognized in the newsletter and on the website. (As Needed)
- Secure a donation for printing of the BRBNA spring festival calendar (see Objective 4.1). (Annually)

2003

- Secure \$35,000 in operational funding from partner contributions, donations and special events by June 2003.
- Raise a total of \$10,000 from partner contributions.
- Implement a partner letter writing campaign for donations. Raise \$5,000.
- Seek corporate and foundation sponsorship. Raise \$15,000.
- Organize and hold a spring fundraising event. Raise \$5,000.
- By the first quarter, initiate voluntary partner dues.
- Submit grant proposals for general operations funding.
- Secure an additional \$35,000 in operational funding by the end of 2003.
- Complete grant requests for 2003 projects (see Objective 2.3).
- Seek funding for the preparation of the BRBNA Resource Management Principles and Practices (from Objective 3.3).
- Secure a donation for printing of the BRBNA brochure (see Objective 4.1).

2004

- Hire a fundraising consultant to develop an overall fundraising strategy and campaign for the Partnership.
- Secure \$70,000 in operational funding from partner contributions, donations and special events.
- Secure funding to support a GIS technician (see Objective 3.1).
- Secure a donation for the construction and installation of the information/donation boxes (see Objective 4.2).

2005 and Beyond

- Secure \$100,000 in operational funding from partner contributions, donations and special events.

Objective 5.3: Assure that the BRBNACP has skilled and impartial leadership that fosters trust and cooperation among the partners and has staff, as needed, to support the responsibilities of the Partnership.

Since its inception, the Partnership has been fortunate to have a skilled facilitator that has kept the partners coming to the table and helped build consensus and a collaborative spirit. One of the greatest challenges facing the Partnership is continuing this type of leadership.

MILESTONES

2003

- In the first quarter of 2003, identify a Steering Committee member to serve as facilitator and coordinator until a paid staff person can be funded and hired. Seek support for appointment of that person from the entire Partnership.
- In the first quarter of 2003, seek funding from the BAOSC to continue staff involvement in the BRBNACP. The primary responsibilities of this individual would be grant writing.
- In the first quarter of 2003, identify a group of volunteers with experience in grant writing to complete the grants the Partnership has planned to submit. This group should continue with grant writing efforts until a paid position can be funded.
- In the first quarter of 2003 seek grant funding to secure a part-time facilitator for the Partnership. Responsibilities would include meeting facilitation, announcements, and minutes, as well as updates to the Partnership database.

- In the first quarter of 2003, work with the Resource Conservation Districts in the region to explore the possibility of obtaining RCD funding for the position of BRBNACP coordinator.

2004

- Hire a half-time facilitator (staff or consultant) responsible for meeting coordination and facilitation and Partnership administration.
- Hire a quarter to half-time individual (staff or consultant) responsible for fundraising.

2005 and Beyond

- Hire a full time Executive Director, responsible for all facets of the Partnership including membership, fundraising, facilitation and outreach.
- Hire a quarter time administrator to assist the Executive Director.

Objective 5.4: Clarify the roles of the partners in order to strengthen the Partnership.

The individual partners are the lynchpins of the Partnership. The Partnership exists to serve and support the partners. However, there are certain roles that each partner must play. The recurring activities below are the expectations that the Partnership holds for each partner.

As the Partnership initiates widespread outreach, questions will arise as to who should be a partner versus who should be a supporter of or donor to the organization. It may be worth reevaluating this distinction in the future in order to retain the effectiveness of the current Partnership.

PARTNER VOLUNTEER REQUIREMENTS

In addition to the payment of partner dues, each partner will be asked to donate 20 hours per year of time to the Partnership. This volunteer time is necessary to replace staff time that will no longer be funded as of the end of 2002. In order for the mission of the Partnership to be achieved, there are administrative, bookkeeping, clerical, and facilitation duties that need to be performed. These will rotate among the partners during their volunteer hours to ensure that all operational needs of the Partnership are being met.

A skills matrix links potential Partnership needs with partners capable of performing these activities. At Workshop #2, a list of possible volunteer activities that partners were willing to perform was developed. Activities identified included photography, preparing PowerPoint presentations, computer assistance, grant writing, letter writing, planning special events, etc. These activities and others should be included in the skills matrix and paired with the names of the partners willing to do these activities.

MILESTONES

Recurring

- Each partner shall support the vision, mission and goals of the BRBNACP. (Ongoing)
- Each partner shall practice mutual respect and goodwill in its dealing with other partners. (Ongoing)
- Each partner shall give consideration to all views expressed within the Partnership. (Ongoing)
- Each partner shall keep the Partnership informed of its activities within the BRBNA. (Ongoing)
- Each partner shall contribute financially and/or with volunteer or in-kind efforts to the Partnership. (Ongoing)
- Each partner shall support fundraising activities of the Partnership. If desired, partners may support the fundraising activities of other partners. (Ongoing)
- Each partner shall actively participate in the meetings of the Partnership. (Ongoing)
- Each partner shall bring key management issues and projects affecting the BRBNA to the Partnership to discuss with the other partners. (Ongoing)
- Each partner shall provide data to the Partnership as it becomes available for incorporation into the regional database. (Ongoing)

2003

- By the first quarter of 2003, implement a 20-hour per year partner volunteer commitment to accomplish Year One tasks. Focus is fundraising/membership.
- Prepare and administer a skills matrix that pairs the partners with their areas of volunteer expertise.

2004

- Continue partner volunteer commitment.

5. Committees and Responsibilities

This chapter includes a general description of the responsibilities of the seven BRBNACP committees followed by a list of the Strategic Plan Milestones for which each committee is responsible. Milestones include those that are recurring, and those that should be implemented in 2003, in 2004, and in 2005 and beyond. Milestones are identified for the following:

- Milestones for All Committees
- Steering Committee Milestones
- Land Conservation Committee Milestones
- Outreach and Education Committee Milestones
- Stewardship Committee Milestones
- Data Management Framework Committee Milestones
- Special Events Committee Milestones



A description of the Trails and Recreation Committee is included in this chapter however, there are no Strategic Plan milestones for this committee to implement.

MILESTONES FOR ALL COMMITTEES

RECURRING MILESTONES

Monthly

- Conduct monthly committee meetings or conference calls.
- Committee chairpersons shall provide monthly reports on committee business to the Steering Committee and to the general partnership.

Annually

- Review the Milestones annually and assure that those to be completed in a given year have been assigned to a committee or individual as appropriate.

As Needed

- Develop and follow meeting agendas.
- Following meetings, distribute minutes to all partners and any visitors in attendance.
- Should conflicts arise between partners that cannot be resolved, designate a volunteer or hire a professional mediator to work with the parties involved and address the conflict.

Ongoing

- Foster the consensus process through effective meeting facilitation that allows everyone to be heard.
- At meetings, address dissenting opinions before moving to a different topic.
- Discuss all positions that partners hold on an issue but act only on those where consensus can be reached. Return to controversial issues at a future date to reevaluate.
- Each partner shall support the vision, mission and goals of the BRBNACP.
- Each partner shall practice mutual respect and goodwill in its dealing with other partners.
- Each partner shall give consideration to all views expressed within the Partnership.
- Each partner shall keep the Partnership informed of its activities within the BRBNA.
- Each partner shall contribute financially and/or with volunteer or in-kind efforts to the Partnership.
- Each partner shall support fundraising activities of the Partnership. If desired, partners may support the fundraising activities of other partners.
- Each partner shall actively participate in the meetings of the Partnership.
- Each partner shall bring key management issues and projects affecting the BRBNA to the Partnership to discuss with the other partners.
- Each partner shall provide data to the Partnership as it becomes available for incorporation into the regional database.

2003

- Review and provide input to the BOR's Lake Berryessa Visitor Services Plan.

2005 AND BEYOND

- Review and update the BRBNACP Strategic Plan. (Jointly with Steering Committee)

STEERING COMMITTEE MILESTONES

The Steering Committee is responsible for general oversight of the BRBNACP. Its responsibilities include administration and fundraising. The Steering Committee also maintains the membership list, circulates meeting notices, and coordinates legal, financial and employee agreements and contracts.

RECURRING MILESTONES

Monthly

- Convene monthly meetings of the BRBNACP.
- Publicize monthly meetings in local papers and through the partners.
- Allow time at the end of monthly meetings to discuss what is working well between partners and what needs improvement.
- At monthly meetings allow time to discuss immediate and impending threats to the BRBNA as well as conservation opportunities as identified by the partners. (Jointly with Land Conservation Committee)
- At monthly meetings discuss partner projects that could benefit the Partnership and the region if broadened in scope. Identify what type of support the sponsoring partner needs. (Jointly with Stewardship Committee)
- Conduct monthly Steering Committee meetings to address progress on the Strategic Plan Milestones, committee progress, and fundraising, staffing, and outreach issues.

Annually

- Annually verify and update all partner contact information currently in the database.
- Hold an annual meeting at which the years' accomplishments are highlighted and the direction for the coming year is set. Allow time for comments and concerns to be aired and addressed by the partners.
- Build and update annually a mailing list of all individuals and organizations contacted as part of the outreach activities. (Jointly with Outreach and Education Committee)
- Review the Strategic Plan annually to determine if any parameters have changed that would affect implementation of the recommended Milestones.
- Collect partner dues annually.
- Secure a donation for printing of the BRBNA spring festival calendar.

As Needed

- Request that new partners provide background on the mission and goals of their organization and the reasons for participating in the BRBNACP. Include this information in the meeting minutes distributed following the meeting.
- When partners prepare and submit grant proposals for projects that are aligned with the mission of the Partnership, the Partnership will provide a letter of support to accompany the proposal.
- When partners host fundraising events, assure that a representative from the Partnership is present at the event.
- Serve as a resource to the partners for funding information. Provide data and information on funders and fund raising, and facilitate collaborative funding among partners.
- Support partner requests for easement or fee title acquisition funding. (Jointly with Land Conservation Committee)
- When easement funding proposals are prepared encourage the proposing partner(s) to include in their proposal permitted and prohibited activities and the resources and values (natural, cultural, agricultural) being protected by the easement. (Jointly with Land Conservation Committee)
- For state legislation, draft letters of support/protest as appropriate, and disseminate these letters to the partners and current funders to send to legislators on their letterhead.
- For local issues, discuss the issue and how the Partnership should address it as part of a regular BRBNACP meeting. If the issue is urgent, convene the Steering Committee to discuss and address the issue.
- When donations are made, assure that donors are recognized in the newsletter and on the website. (Jointly with Data Management Framework Committee and Outreach and Education Committee)

Ongoing

- Assign a volunteer to review local papers and state legislation and identify any proposals or actions that may affect the BRBNA.

2003

- Begin alternating the location of the monthly meetings to provide opportunities for more partners to participate. Possible alternate locations include McLaughlin Reserve, Winters Town Hall, and the Napa Library.

- Complete the grant requests for 2003 projects. (Jointly with Stewardship Committee)
- Seek funding for the preparation of the BRBNA Resource Management Principles and Practices. (Jointly with Stewardship Committee)
- Prepare an introductory letter describing the Partnership, its mission and activities, for distribution to identified neighbors, friends, and professional associates of the BRBNA and partners. (Jointly with Outreach and Education Committee)
- Formalize the sponsorship agreement with The Land Trust. Agree upon fees and clarify responsibilities.
- Establish committees and assign responsibilities for the Milestones included in this Strategic Plan.
- Secure \$35,000 in operational funding from partner contributions, donations and special events by June 2003.
- Raise a total of \$10,000 from partner contributions.
- Implement a partner letter writing campaign for donations. Raise \$5,000.
- Seek corporate and foundation sponsorship. Raise \$15,000.
- By the first quarter, initiate voluntary partner dues.
- Submit grant proposals for general operations funding.
- Secure an additional \$35,000 in operational funding by the end of 2003.
- Complete grant requests for 2003 projects. (Jointly with Stewardship Committee)
- Seek funding for the preparation of the BRBNA Resource Management Principles and Practices. (Jointly with Stewardship Committee)
- Secure a donation for printing of the BRBNA brochure. (Jointly with Outreach and Education Committee)
- In the first quarter of 2003, identify a Steering Committee member to serve as facilitator and coordinator until a paid staff person can be funded and hired. Seek support for appointment of that person from the entire Partnership.
- In the first quarter of 2003, seek funding from the BAOSC to continue staff involvement in the BRBNACP. The primary responsibilities of this individual would be grant writing.
- In the first quarter of 2003, identify a group of volunteers with experience in grant writing to complete the grants the Partnership has planned to submit. This group should continue with grant writing efforts until a paid position can be funded.

- In the first quarter of 2003 seek grant funding to secure a part-time facilitator for the Partnership. Responsibilities would include meeting facilitation, announcements, and minutes, as well as updates to the Partnership database.
- In the first quarter of 2003, work with the Resource Conservation Districts in the region to explore the possibility of obtaining RCD funding for the position of BRBNACP coordinator.
- By the first quarter of 2003, implement a 20-hour per year partner volunteer commitment to accomplish Year One tasks. Focus is fundraising/membership.
- Prepare and administer a skills matrix that pairs the partners with their areas of volunteer expertise.

2004

- Develop a welcome packet for new partners that includes the brochure, BRBNACP history and accomplishments, information included in the database, contact list of partners, and a brief description of the mission and goals of each partner. Initially, provide all partners with this packet. Then, provide it to new partners when they join the Partnership.
- Secure funding to support a GIS technician. (Jointly with Data Management Framework Committee)
- Renew sponsorship agreement with The Land Trust of Napa County.
- Hire a fundraising consultant to develop an overall fundraising strategy and campaign for the Partnership.
- Secure \$70,000 in operational funding from partner contributions, donations and special events.
- Secure funding to support a GIS technician. (Jointly with Data Management Framework Committee)
- Secure a donation for the construction and installation of the information/donation boxes. (Jointly with Education and Outreach Committee)
- Hire a half-time facilitator (staff or consultant) responsible for meeting coordination and facilitation and Partnership administration.
- Hire a quarter to half-time individual (staff or consultant) responsible for fundraising.
- Continue partner volunteer commitment.

2005 AND BEYOND

- Renew sponsorship agreement with The Land Trust of Napa County.

- Develop Steering Committee policies to guide decision-making.
- Reconsider other organizational options discussed during the Strategic Planning sessions. These include:
 - Resource Conservation and Development District
 - Developing a nonprofit organization to support the Partnership. Should this be desired consider developing a mission, vision and strategic goals and objectives for the nonprofit as well as bylaws for its board. Assure that the Partnership and the nonprofit roles and responsibilities dovetail.
- Review and update the BRBNACP Strategic Plan. (Jointly with Entire Partnership)
- Secure \$100,000 in operational funding from member contributions, donations and special events.
- Hire a full time Executive Director, responsible for all facets of the Partnership including membership, fundraising, facilitation and outreach.
- Hire a quarter time administrator to assist the Executive Director.

LAND CONSERVATION COMMITTEE MILESTONES

The Land Conservation Committee is responsible for coordinating and promoting easement and fee title acquisitions within the BRBNA. This committee will prepare conservation criteria and priorities and make recommendations on lands to conserve. It works closely with and integrates the activities of land trust and land conservation partners.

RECURRING MILESTONES

Monthly

- At monthly meetings allow time to discuss immediate and impending threats to the BRBNA as well as conservation opportunities as identified by the partners. (Jointly with Steering Committee)

Annually

- Protect a minimum of 10,000 acres annually through easement or fee title purchase.
- Reevaluate the conservation priorities annually in conjunction with all partners.
- Provide annual progress reports on lands conserved, upcoming priorities and rationale, and funding needs to current and potential funders and conservation organizations.

As Needed

- If new development threatens an area not previously high in conservation priority, reevaluate that area using the conservation criteria and consider reprioritizing it due to new threats.
- If unforeseen conservation opportunities arise, or lands become available, evaluate these lands for their conservation values based upon the conservation criteria.
- Support partner requests for easement or fee title acquisition funding. (Jointly with Steering Committee)
- When easement funding proposals are prepared encourage the proposing partner(s) to include in their proposal permitted and prohibited activities and the resources and values (natural, cultural, agricultural) being protected by the easement. (Jointly with Steering Committee)

2003

- Develop conservation criteria.
- Work with partner land trusts and other organizations capable of holding easements to identify key conservation areas.
- Discuss and approve conservation goals with the entire Partnership and incorporate them into the Conservation Framework.

2004

- Identify landowners in the key conservation areas. (Jointly with Outreach and Education Committee)
- Meet with the key landowners about the benefits of conserving their land. (Jointly with Outreach and Education Committee)
- Develop a presentation for key decision-makers and planning commissioners with jurisdiction over the BRBNA so that they may understand the value of conserving the BRBNA. (Jointly with Outreach and Education Committee)

OUTREACH AND EDUCATION COMMITTEE MILESTONES

The Outreach and Education Committee oversees the preparation, periodic updating and dissemination of clear, concise and consistent Partnership outreach materials. This committee will organize and encourage the Partners to provide BRBNA presentations to specific groups and organizations.

RECURRING MILESTONES**Annually**

- Prepare the annual BRBNA Spring Festival calendar for distribution throughout the region. Secure a donation for printing.
- Build and update annually a mailing list of all individuals and organizations contacted as part of the outreach activities. (Jointly with Steering Committee)
- Prepare an annual (twice per year would be preferable) newsletter highlighting the activities and accomplishments of the Partnership. Include donation envelopes with the newsletter. Send the newsletter to those on the mailing list.
- Attend and distribute outreach materials at six local public events annually (e.g. farmers' markets, county fairs, summer festivals).
- Identify ten major landowners with lands in key acquisition areas, and the appropriate partners (land trusts) to approach them regarding conservation and participation in the Partnership. Repeat with different landowners annually.
- Maintain annual contact with all landowners contacted via newsletter mailings, letters, phone calls and/or personal visits.
- Identify three business groups and three civic organizations at which to make presentations about the Partnership and conservation of the BRBNA. Repeat with different businesses and organizations annually.
- Maintain annual contact with all businesses and groups contacted via newsletter mailings, letters, phone calls and/or personal visits.
- Conduct presentations at four local schools annually to educate students about the BRBNA and its conservation. Repeat with different schools annually.
- Conduct presentations to four neighborhood/community associations annually to increase awareness of and support for conservation in the BRBNA. Repeat with different neighborhood/community associations annually.
- Identify ten local opinion leaders and the appropriate partners to approach them about conservation of the BRBNA and potential activities (legislative or jurisdictional) that may affect the BRBNA. Repeat annually with different opinion leaders.
- Maintain ongoing contact with all opinion leaders contacted via newsletter mailings, letters, phone calls and/or personal visits.

As Needed

- Of the landowners contacted as part of this objective, identify those who would be appropriate partners and invite them to attend a meeting.
- Of the individuals and businesses contacted as part of this objective, identify those who would be appropriate partners and invite them to attend a meeting.
- Of the opinion leaders contacted as part of this objective, identify those who may be appropriate partners and invite them to attend a meeting.
- When donations are made, assure that donors are recognized in the newsletter and on the website. (Jointly with Data Management Framework Committee and Steering Committee)

2003

- Develop a simplified brochure and fundraising envelopes that can be used for education, outreach and fundraising.
- Identify a donor for the printing for the above brochure (e.g., a local printer, partner, or other business donor).
- Develop outreach materials specifically for landowners. These materials could address the benefits of conservation easements and also include the services the Partnership and various partners can offer to landowners. Include contact information for local, state and nationwide land trusts.
- Develop a slide show to take to various organizations and institutions to promote conservation of the BRBNA and support for the Partnership.
- Develop a PowerPoint presentation to take to various organizations and institutions to promote conservation of the BRBNA and support for the Partnership.
- Prepare an introductory letter describing the Partnership, its mission and activities, for distribution to identified neighbors, friends, and professional associates of the BRBNA and partners. (Jointly with Steering Committee)
- Have willing agency/organizational partners display BRBNACP outreach materials in public areas.
- Seek a volunteer to write a recurring news column about conservation and the BRBNA.
- Identify a specific set of services that the Partnership or individual partners can offer to private landowners to help them with conservation planning. Services could include stewardship, help, advice, access to land conservation groups and permitting agencies, and knowledge of protocol. Include this information as part of the landowner outreach materials.

- Make slide or PowerPoint presentations to the five county planning commissions about the Partnership and conservation of the BRBNA.
- Secure a donation for printing of the BRBNA brochure. (Jointly with Steering Committee)

2004

- Identify landowners in the key conservation areas. (Jointly with Land Conservation Committee)
- Meet with the key landowners about the benefits of conserving their land. (Jointly with Land Conservation Committee)
- Develop a presentation for key decision-makers and planning commissioners with jurisdiction over the BRBNA so that they may understand the value of conserving the BRBNA. (Jointly with Land Conservation Committee)
- Construct and install five information/donation boxes in key visitor serving locations. Boxes should include promotional information about the BRBNA and the Partnership, and provide a secure location for visitors to deposit donations. Secure a donation for the construction and installation of these boxes.
- Secure a donation for the construction and installation of the information/donation boxes. (Jointly with Steering Committee)

2005 AND BEYOND

- Conduct training to landowners and land managers on the use of the Resource Management Principles and Practices document. (Jointly with Stewardship Committee)
- Partner with local school districts to create educational programs for school children at all levels in the areas of conservation, biology, botany, zoology, geology and water courses/forestry.

STEWARDSHIP COMMITTEE MILESTONES

The Stewardship Committee promotes, coordinates, and provides support to partners for on-the-ground projects such as habitat enhancement and weed abatement. This committee is also responsible for compiling a set of BRBNA Resource Management Principles and Practices and developing a means of monitoring their effectiveness.

RECURRING MILESTONES

Monthly

- At monthly meetings discuss partner projects that could benefit the Partnership and the region if broadened in scope. Identify what type of support the sponsoring partner needs. (Jointly with Steering Committee)

Annually

- Identify and provide support for two collaborative partner projects annually.

2003

- Complete the grant requests for 2003 projects. (Jointly with Steering Committee)
- Seek funding for the preparation of the BRBNA Resource Management Principles and Practices. (Jointly with Steering Committee)
- Seek funding for the preparation of the BRBNA Reserve Management Principles and Practices. (Jointly with Steering Committee)

2004

- Develop the “BRBNA Resource Management Principles and Practices: A Guide for Landowners and Managers” under the guidance of the Stewardship Committee. Key issues to address include a description of the BRBNA’s natural resources and the key principles guiding the management of each resource.

2005 AND BEYOND

- Conduct training to landowners and land managers on the use of the Resource Management Principles and Practices document. (Jointly with Outreach and Education Committee)

DATA MANAGEMENT FRAMEWORK COMMITTEE MILESTONES

The Data Management Framework Committee completes and periodically updates the regional environmental database. The Data Management Framework Committee oversees development of the Conservation Framework and also determines the best methods for housing the database and distributing data to partners and the public.

RECURRING MILESTONES

As Needed

- Update the database as new information becomes available from partners.

- Investigate any scientific studies being performed on lands within the BRBNA and approach the researchers about joining the Partnership.
- Encourage each partner to use the BRBNA database and conservation framework to support its planning efforts.
- When donations are made, assure that donors are recognized in the newsletter and on the website. (Jointly with Steering Committee and Outreach and Education Committee)

2003

- Complete the initial phase of data input.
- Conduct a presentation to the Partnership of the data and maps included in the database.
- Complete the Conservation Framework and have it approved by the partners.
- Conduct a workshop informing partners about the components of the Conservation Framework and how it may be useful in their own planning efforts and for fundraising.

2004

- Secure a location to house the GIS database.
- Secure funding to support a GIS technician. (Jointly with Steering Committee)
- Hire a technician to maintain and update the GIS database.
- Secure funding to support a GIS technician. (Jointly with Steering Committee)

SPECIAL EVENTS COMMITTEE MILESTONES

The Special Events Committee plans, coordinates, promotes and assigns responsibilities to ensure the success of any BRBNACP special events including fundraisers.

RECURRING MILESTONES

Annually

- Hold an annual fundraising event that includes a presentation on the efforts and achievements of the Partnership. This could be in conjunction with the BRBNA Spring Festival.

2003

- Organize and hold a spring fundraising event. Raise \$5,000.

TRAILS AND RECREATION COMMITTEE

The Trails and Recreation Committee coordinates and promotes resource-appropriate trail use and recreation within the BRBNA. The committee oversees trail and recreation planning, organizes and supports trail building projects, and builds public awareness and promotes stewardship.

The Strategic Plan does not provide specific milestones to be accomplished by the Trails and Recreation Committee.

Appendix 1: BRBNACP Partners

This list of partners includes those organizations and individuals who have participated in and contributed to projects within the Blue Ridge Berryessa Natural Area as well as those who actively participate on a regular basis in Partnership meetings.

Acronyms listed correlate to those used in Appendix 2: BRBNA Accomplishments.

PRIVATE LANDOWNERS AND BUSINESSES IN THE BRBNA

Bear Valley Ranch
Erasmey Ranch
Gamble Ranch
Glide Ranch
Guenoc College
Guenoc Ranch and Winery
Gunn Ranch
Hennefer Ranch
Homestake Mining Company (HMC)
Livermore Ranch
Morgan Valley Ranch
Pleasure Cove Resort
Putah Creek Resort
Rancho Monticello Resort
Spanish Valley Ranch
Sparrok Livestock
Todd/Lauff Ranch
Vasconi Ranch
White Cliff Springs
Wilbur Hot Springs Resort (WHSR)

PUBLIC AGENCIES WITH LANDS IN THE BRBNA

Bureau of Land Management (BLM)
Cache Creek Natural Area

Knoxville Public Lands
Walker Ridge Public Lands
Bureau of Reclamation (BOR)
Lake Berryessa
Lake Berryessa Public Concessions
California Department of Fish and Game (CDFG)
Knoxville Wildlife Area
Berryessa Wildlife Area
Wilson Valley Tule Elk Area
University of California Natural Reserve System (NRS)
McLaughlin Reserve
Stebbins-Cold Canyon Reserve
Quail Ridge Reserve

SUPPORTING PUBLIC AGENCIES

FEDERAL

Federal Highway Administration (FHA)
National Park Service (NPS)

STATE

California Department of Health Services (CDHS)
California Department of Parks and Recreation (CDPR)
California Department of Transportation (Caltrans)
Colorado State University (CSU)
University of California, Agricultural Extension Service
University of California, Davis (UCD)
Information Center for the Environment (ICE)
Cache/Putah Bioregion Project
Putah Discovery Corridor Project

LOCAL

East Lake Resource Conservation District
Lake County
Napa County (NC)
Napa County Conservation, Development and Planning Department (NCCDPC)
Napa County Natural Resource Conservation Service

Napa County Resource Conservation District
Napa Valley Unified School District
Solano County Parks
Solano County Water Agency (SCWA)
Solano Irrigation District (SID)
Yolo County
Yolo County Department of Parks and Recreation (YCDPR)
Yolo County Natural Resource Conservation Service
Yolo County Resource Conservation District

CONSERVANCY GROUPS

Cache Creek Conservancy
Lake County Land Trust
Quail Ridge Wilderness Conservancy (QRWC)
Solano Land Trust (SLT)
The Land Trust of Napa County (LTNC)
 Wantrup Preserve
The Nature Conservancy
Yolo Land Trust

FUNDERS

American Land Conservancy (ALC)
Andrew W. Mellon Foundation (AWMF)
Bay Area Open Space Council (BAOSC)
Bechtel Foundation
California State Coastal Conservancy (CCC)
California Rangeland Trust (CRT)
Conservation Fund (CF)
David and Lucile Packard Foundation (DLPF)
Resources Legacy Fund Foundation
National Fish and Wildlife Foundation (NFWF)
National Science Foundation (NSF)
Rocky Mountain Elk Foundation (RMEF)
The Land Trust of Napa County (LTNC)

Trust for Public Land
Wildlife Conservation Board (WCB)

BRBNA USERS AND SUPPORTERS

Association of Napa Communities for Lake Berryessa
Bass Reapers (BR)
Bay Area Ridge Trail Council
California Cattlemen's Association
California Wilderness Coalition
Ducks Unlimited (DU)
EIP Associates
Honorable Mike Thompson, U.S. Congress
Honorable Pat Wiggins, California State Legislature
Honorable Wes Chesbro, California State Senate
Lake Berryessa Resort Owners Association (LBROA)
Mundie & Associates
Napa County Farm Bureau
Napa Rifle and Pistol Club
Napa Sierra Club
National Rifle Association (NRA)
Putah Creek Discovery Corridor Partnership
Sonoma County 4H
Stott Planning Associates
Tuleyome
Upper Putah Creek Stewardship
 Natural Resource Conservation Service
 U.S. Army Corps of Engineers
Yolo Solano Sierra Club (YSSC)
Yolohiker.org

Appendix 2: BRBNA Accomplishments

CONSERVATION EASEMENTS

Project Name (Cooperating Partners)	Acres Affected	Dollar Value	Status
Cache Creek Conservation Easement (ALC)	20	\$ 80,000	Complete
Sulfur Creek Conservation Easement (ALC, WHSR)	1,400	\$ 200,000	Complete
Bear Valley Ranch Conservation Easement (ALC, CRT, WCB)	14,000	\$2,000,000	Complete
Quail Ridge Reserve (QRWC, LTNC, NRS, CCC)	484	see acquisitions	Complete
McLaughlin Reserve Conservation Easement (LTNC, HMC, DLPF, NRS, CCC)	6,200	NA	Complete
McLaughlin Reserve Use Agreement (LTNC, NRS, HMC)	7,000	NA	Complete

PUBLIC LAND ACQUISITIONS

Project Name (Cooperating Agencies)	Acres Affected	Dollar Value	Status
Sulfur Creek (ALC, HMC, WHSR)	120	\$100,000	Complete
Walker Ridge (ALC, BLM)	650	\$200,000	Complete
Payne Ranch, I (BLM)	5,596	\$1,834,212	Complete
Payne Ranch, II (BLM, RMEF)	1,943	\$695,551	Complete
Payne Ranch, III (BLM, CDFG)	5,220	\$1,973,274	Complete
Knoxville Ranch (WCB, CDFG, DLPF, LTNC, HMC)	8,079	\$2,450,000	Complete
Snell Valley (LTNC)	240	\$200,000	Complete

Snell Valley Fernandez (LTNC)	247	\$250,000	Complete
Guenoc College (GC, Magoon Estates, Lake County)	1,200	\$1,000,000	Complete
Quail Ridge Reserve Property Acquisitions (QRWC, CCC, NRS, CDFG)	484		Complete
	65	\$400,000	Pending
Todd/Lauuffs Ranch (CDFG, WCB, CF, LTNC, ALC)	13,000	—	On hold
Otis (ALC, Yolo County Parks)	620	\$240,000	Complete
Stebbins Cold Canyon Reserve addition (NRS, CCC)	73	\$78,000	Pending

EDUCATION, PUBLIC OUTREACH

Project Name (Cooperating Agencies)	Participation	Cost	Status
Annual Youth Environmental Workshop and Campout (Cortina Indian Rancheria, BOR, BLM, Rancho Monticello, and numerous participants/collaborators)	350+	\$10,000 Extensive In-kind Costs/Services	Annual (at Camp Berryessa in 2002)
Artists in Residence Program (UCD, HMC)			Ongoing
Cache/Putah Bio-region Project (UCD, HMC)			Ongoing
Blue Ridge/Berryessa Spring Festival (All BRBNACP Partners)			Apri/May Annually
Winter Season Outreach, Bird and Natural History Talks, Hikes and Tours (BOR [includes cooperation with Duck Days: San Francisco Flyway Festival])	100		Annual, Winter Season
Monthly Natural History Walks and Boat Tours (QRWC)	10-50 per month	Walks-no cost Boat Trips-\$200 each (cost to QRWC)	Monthly
Wildlife Commission Grant teacher training (QRWC)		\$1,500	Ongoing
Rafting Concessions (YCDPR)			Ongoing
Payne Ranch Dedication (BLM, RMEF, CDFG)	200	\$2,500	Complete

Cache Creek Parks (YCP)			Ongoing
Berryessa Water Quality Partnership (BOR, DHS, SCWA, SID, ELRCD, NC, CDFG LBROA)	10-15 Agency Officials Meeting Quarterly	\$12,500 for Web Site	Ongoing
Knoxville Law Enforcement team event (BLM)	Six BLM law enforcement rangers	\$10,000	Complete, will have 2nd event in deer season
Stebbins Cold Canyon Reserve Docent Program (UCD, CCC)	50-200 per month	\$22,500	Ongoing
Lake Berryessa Cleanup Days (BOR, Rancho Monticello Resort, individuals)	40+	\$400	2 events in 2002; Ongoing
G.P.S. Workshop (Sierra Club, Yolo County Parks, YoloHiker.org)	20+	\$100	6/1/02

PLANS AND STUDIES

Project Name (Cooperating Partners)	Acres Affected	Dollar Value	Status
BRBNA Resource Inventory & GIS Mapping (UCD, ICE, DLPF, NFWF)	600,000	\$220,000	Ongoing
Lake Berryessa and Lake Solano Natural Feature Inventories and GIS (BOR)	11,000		Ongoing
Lake Berryessa Osprey and Bald Eagle Nest Monitoring and GIS (BOR, CDFG)	20,000		Ongoing (annual since 1998)
Lake Berryessa Wetland Development Feasibility Study (BOR, DU)	2,000	\$20,000	2002-2003 (near completion)
Lake Berryessa Water Quality Monitoring (BOR)	20,000		Ongoing (monthly)
Lake Berryessa Bird Monitoring (Napa-Solano Audubon, BOR, CDFG)	1,000		Ongoing
Knoxville Area Asbestos Study (BLM, UCD)			Target for final 8/01
Lepidopteran Survey (QRWC)			
BRBNA Feasibility Business Planning (LTNC, DLPF, Mundie Associates)	300,000	\$38,000	Completed 11/00

BRBNACP Strategic Plan

Cache Creek Draft CRMP (BLM, CDFG, CRMP steering committee)	85,000		Target for draft 10/01
Knoxville OHV Area Management Plan (BLM, NC, UCD, HMC, CDPR)	9,000		Complete
Lake Berryessa Wildlife Area Management Plan (BOR, CDFG)	2,000	\$15,000	Complete
Concession Area Planning & Feasibility Study (BOR)	1,000	\$100,000	40% Complete
Pope Creek Recreation Area Development Plan (BOR, BLM, CDFG)	200	\$35,000	Phase I & II Planning Complete Phase III Pending
Putah Creek Discovery Corridor (UCD, NRS, Yolo County Parks, CDFG, Solano County Parks SID, Lake Solano Parks, BOR)	Interdam stretch Monticello and Putah Diversion dams	\$25,000 planning grant	Planning phase
Boater Preference Study (BOR, CSU)	20,000	\$35,000	Complete
Berryessa Use Statistics (BOR)			Ongoing
Quail Ridge Reserve Natural History Handbook (QRWC, UCD, NRS)			Complete Spring 2003
Biodiversity Assessment, Napa County (LTNC, ICE, NCCDPD)	500,000	\$16,800 (phase I)	Phase I complete, Phase II pending
Cedar Roughs (CDFG, WCB, BOR, BLM)	450		Complete
BRBNACP Strategic Plan (DLPF, CCC, Stott Planning Associates, BRBNACP Partners)	600,000	\$27,500	Complete

HABITAT ENHANCEMENT PROJECTS

Project Name (Cooperating Partners)	Acres Affected	Dollar Value	Overhead & In-Kind	Status
Lake Berryessa's Outback Habitat Restoration (BOR, Tribal Civilian Conservation Corps [Hoopa, CA; TCCC], Kelley & Associates)	200		400 volunteer hours \$13,000	In Progress
"Far North" Area of Lake Berryessa Wildlife Area – Native Riparian Plant Enhancements and Propagation (CIR, BOR, TCCC, Hedgerow Farms, and numerous participants/collaborators)	20		100 volunteer hours	In Progress

Lake Berryessa and Lake Solano Wood Duck Nest Box Program (BOR)	100		\$2,000	Ongoing
Lake Berryessa Wildlife Area Fencing (CDFG, BOR)	800	\$35,000	\$100,000	Complete and ongoing
Lake Berryessa Nesting (CDFG, NVSCI, Napa Valley Schools)	800	\$6,925	260 Volunteer Hours	Annual Project
Lake Berryessa Planting & Prescribed Burns 98/99 (CDFG, NVSCI, Napa Valley Schools)	250	\$17,950	85 Volunteer Hours \$ 600	Annual Project
Lake Berryessa Planting & Prescribed Burns 99/00 (CDFG, NVSCI, Napa Valley Schools)	230	\$14,500	45 Volunteer Hours \$ 700	Annual Project
Lake Berryessa Waterfowl Brood Pond (CDFG, BOR)	2	\$19,724		Complete
Lake Berryessa – Olive Orchard Wetland (BOR, CDFG, DU)	5	\$40,000		Fall 2001
Lake Berryessa Christmas Tree Fish Habitat (BOR, BR)	20	\$1,000	20 volunteers \$500	Complete
Bear Valley Watershed Restoration Program (ALC, CCA, CRT, NFWF, SLC, BLM, UCD, Sparrok Livestock)	65,000	\$150,000	\$150,000	In Progress
Gamble Ranch Riparian Enhancement (Gamble Ranch, NRS EQUIP grant)	60	\$5,000		Complete
Gamble Ranch Weed Control (Gamble Ranch, NRS EQUIP grant)	500+	\$10,000		1999-2001
Quail Ridge Weed Control (QRWC, UCD, NRS)			200 Volunteer Hours	3 months per year
Knoxville OHV Area 3 Year Road Closure (BLM, UCD, NC, private land owners)	8,000			Closure in place
Knoxville OHV Area Riparian Protection & Trespass Prevention (BLM, UCD, other private landowners)	9,000			Fall 2001
North Fork Cache Creek Irrigated Pasture (CDFG, RMEF, NVSCI, BLM Sonoma County 4H)	18	\$8,000	800 Volunteer Hours	Annual Project
North Fork Cache Creek Natural Area (CDFG, RMEF, NVSCI, BLM)	30	\$9,500	40 Volunteer Hours	Annual Project
Cache Creek Natural Area Nonnative Vegetation Control 98/99 (CDFG, RMEF, NVSCI, BLM)	160	\$11,500	200 Volunteer Hours \$ 25,000	Annual Project
Cache Creek Natural Area Nonnative Vegetation Control 99/00 (CDFG, RMEF, NVSCI, BLM)	60	\$7,500	50 Volunteer Hours \$ 30,000	Annual Project

Prescribed Burns Dawson (BLM)	560	\$10,000		More burning next FY
Knoxville Area Law Enforcement (BLM, NC, CDFG, CDPR)	17,000			Ongoing
Maxwell – Pope Creek (Cedar Roughs) (CDFG, NVSCI)	200	\$2,000		
Lew Property (CDFG, RMEF)	100	\$20,000		
Pluth Type Con (CDFG, BLM)	60	\$12,000		
Pluth Fence (CDFG, RMEF)	2 miles	\$3,000		
Knoxville Hunting Cr. Campground mudflat conversion (BLM)	3	\$20,000		Complete 7/01
Knoxville Cedar Cr. jeep trail closure (BLM, private land owner)	2 miles	\$1,000		Complete
Knoxville shooting sites (5) closures (BLM, NRA)	5	\$5,000		Complete fall 2001
Knoxville LE intern/park ranger (BLM)		\$25,000		Complete
McLaughlin Reserve/Knoxville Ranch tamarisk removal (UCD, CDFG, WCB, CDF)			UCD, NRS in kind labor and grant writing	50% Complete, Ongoing

RESEARCH

Project Name (Cooperating Partners)	Acres Affected	Dollar Value	Overhead & In-Kind	Status
Payne Ranch/Bear Valley USDA Weed Management Grant (UCD, ALC, NFWF)		\$49,000		Ongoing
Grassland Diversity Study (UCD, NSF)	300,000	\$150,000		Ongoing
Fire Ecology Study (UCD, NSF)	16,000	\$50,000		1/2000 – 1/2001
Plant Evolution Study (AWME, UCD)	300,000	\$300,000		6/2002 – 5/2003
Plant Evolution Study (DLPF, UCD)	300,000	\$998,000		7/2000 – 6/2005
Bear Cr. riparian wetland restoration (WCB, BLM, CDFG, UCD)	300	\$500,000		2002-08
Habitat Mapping/GIS (CDFG, HSU)				Fall 2001

Frog Study/Quail Ridge (UCD)	30			Ongoing
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FACILITIES AND TRAILS

Project Name (Cooperating Partners)	Acres Affected	Dollar Value	Overhead & In-Kind	Status
Lake Berryessa Household Waste Collection Site (BOR, Napa County, Solano County, Integrated Waste Management Board [CEPA])	2			Constructed 2002
McLaughlin Reserve on going facilities development and increased use (UCD, NRS, HMC)	7000			Ongoing
Quail Ridge House-Future Visitor Center (QRWC)	37	\$250,000		Ongoing
Quail Ridge House-Museum (QRWC)	0.25 (part of the above 37)	\$10,000	In-kind services; donations	Ongoing
Pope Creek Recreation Area (BOR, BLM)	100	\$70,000	240 volunteer hours	New facilities and trails. 40% complete
Pope Creek to Putah Creek Trail (BLM, BOR, YSSC)			100 Volunteer Hours	Ongoing
Display at Marklee Cove (QRWC)				
BLM Satellite Office at McLaughlin Reserve (BLM, HMC, UCD)		\$17,000		Ongoing
Cache Creek Parking Lot, Interpretive Exhibits (BLM, CDFG)		\$110,000		Park. lot complete, exhibits ongoing
Blue Ridge Trail (BLM, YSSC, YCDPR)			600 Volunteer Hours	Ongoing
Payne Ranch Clean Up (BLM)	50	\$2,500	200 Volunteer Hours	Annual Project
Highway 20 Elk Viewing Area (BLM, CDFG, FHA, Caltrans)		\$695,461		Pending
Knoxville WLA parking lots (3) (CDFG, RMEF)		\$60,000		Pending
Stebbins Cold Canyon Reserve Trail (UCD, NRS, CCC)	3 mile new loop trail	\$22,500		Complete