



# SIERRA RESOURCE CONSERVATION DISTRICT

## LONG RANGE PLAN 2025 to 2030

### INTRODUCTION

Resource Conservation Districts (RCD) were authorized by Federal Legislation in 1937 under the Standards Act. California adopted a compatible state provision in 1938 as expressed in Division 9 of the Public Resources Code (PRC) Sections 9001 et seq. These provisions have been amended through the years to reflect changing needs and conditions.

As of 1992, the primary purposes of the Resource Conservation District under Section 9001(a) is to secure "the adoption of conservation practices including but not limited to farm, range, open space, urban development, wildlife, recreation, watershed, water quality, and woodland; to save the basic resources, soil, water, and air of the state from unreasonable and economically preventable waste and destruction."

Under PRC Section 9001(b-1) the District has legal authority to "cooperate with the United States, this state, counties, cities, public districts, other resource conservation districts, persons, associations, and corporations". Additionally, (b-2) with the consent of the owner, the RCD may construct on privately or publicly owned lands, "necessary works for the prevention and control of soil erosion and erosion stabilizations."

The California Legislature determined that the "construction and maintenance on privately or publicly owned land of works for resource conservation is in the public interest and for the general public benefit", and the expenditure of state, county, city, district or other public funds that are or may become available for planning, designing or implementing the above {such resource conservation works} constitutes an expenditure for the general public benefit. (Section 9002)

The RCD is empowered under both federal and, under state legislation, (Specifically, PRC Section 9003, as a Local State Agency). Agencies at all levels of government have responsibilities to provide expertise and to otherwise assist and cooperate with the RCD on natural resource projects. This is strengthened by additional inter-agency Memorandums of Understanding. The RCD is to provide local input and leadership and foster interagency cooperation and coordination on natural resource projects on both public and private lands.

# MISSION

The mission and function of the **SIERRA RESOURCE CONSERVATION DISTRICT** (referred to as **SRCD** or **District** in the balance of this document) is to take available technical, financial and educational resources whatever their source and focus or coordinate them at the local level to meet the present and future natural resource needs of the local land user.

To accomplish this, SRCD maintains working relationships with Federal, State and County Agencies and Departments, non-profit organizations, educational institutions which have natural resource duties and responsibilities under law, and with public and private landowners to save the basic resources, soil, water, and air of the state from unreasonable and economically preventable waste and destruction. The SRCD can and does act as a liaison between the private landowner and a multitude of land use programs to meet natural resource objectives.

The District upholds and maintains three core value to guide its mission. The core values are Stewardship, Responsibility, and Innovation. Stewardship is defined as caretaking of land, air, water resources as well as human and capital resources for the benefit of current and future generations. Responsibility is defined as the challenges and opportunities of today are the SRCD's to address. Innovation is defined as embracing new approaches and opportunities that have the potential to solve natural resource challenges.

## I. DISTRICT DESCRIPTION

### PHYSICAL SETTING OF SIERRA RESOURCE CONSERVATION DISTRICT

#### A. Overview

The Sierra Resource Conservation District (SRCD) encompasses approximately 3063 square miles (1,960,248 acres). The area is over 50% of the total acreage of Fresno County (3,817,025). The SRCD is bounded on the north by the Fresno-Madera County line; on the east by the Fresno-Mono and Fresno-Inyo County lines; on the south by the Fresno-Tulare Co line; and the Sequoia National Park Boundary; and on the west by Blackstone Avenue, Herndon Avenue, Fowler Avenue, and Jensen Avenue as they intersect with each other, and also includes the campus of California State University Fresno (CSUF).

The SRCD can be divided into three distinct sections.

#### B. Valley Floor

Approximately 15% of the SRCD is in the San Joaquin Valley. This area is noted for its very high agricultural production potential. Orange groves, vineyards, seasonal specialty crops, hay and livestock producers form the agricultural component of the valley portion of the district. The average growing season is long with over 275 days above 32 degrees.

The valley portion of the RCD has the highest population and urbanization pressure, and the

lowest elevation (to about 500 feet above sea level). Included are portions of municipalities of Fresno, Clovis and Orange Cove, California State University Fresno, the San Joaquin River Parkway, and a number of community parks. Much of the area is subject to flooding and ponding from the San Joaquin and Kings Rivers, and several lesser watershed drainages. A number of Flood Control Districts and groundwater recharge basins are within the SRCD boundary.

Valley temperatures are quite hot, averaging 101 days per year with temperatures above 90 degrees. Valley winter temperatures are cool at just above 32 degrees with an occasional dip to 15 degrees. The land topography is flat to rolling. Soils vary from hardpan to deep Sandy loam. The water table is shallow, approximately 20 to 60 feet below the land surface.

Rainfall averages about 11" per season. In most areas, water systems provide potable water to cities and waste water treatment plants provide sewage treatment. (Ponding basins are used as a flood control measure and as a water table recharge tactic.) Private wells and septic systems are used in outlying areas. Canals transport irrigation water to agricultural lands throughout the SRCD valley service area.

### **C. Foothills**

About 20% of the RCD is in the foothills. Land elevations increase gently in the lower foothills with slopes increasing rapidly between 500' and 4000'. Small rural foothill communities are interspersed with eastside rangeland used for cattle production, oak woodlands and some apple orchards at the 4000' elevation. Urbanization pressure is increasing throughout the foothills.

Approximately 500,000 acres of oak woodlands is under private ownership. About 60% of those private ownerships are under Agricultural Land Contract (Williamson Act) as eastside range. Historically a number of the cattle producers also utilize grazing allotments on adjacent public lands.

Much of the private land in the foothill zone is winter range for migratory deer herds and other species that summer in the high elevations and winter in the foothills. Wildland fire is a recurring event in the foothills. This area is a wildland/urban interface with increasing residential development on steep terrain in the brush on highly erodible soils.

Public lands include Millerton State Park, San Joaquin River Gorge Recreation Area (BLM), Hume Lake area, Tribal Lands, a wildlife refuge, Sierra Foothill Conservancy Lands, and some special botanical areas (Carpenteria Botanical Area near Auberry).

Temperatures are moderately hot, but average 5 to 10 degrees cooler than the valley floor. Elevations are rolling to steep with areas of highly erodible soils. There are fewer growing days than the valley floor, averaging 180 days above 32 degrees, and an occasional low of 20 degrees.

Water is scattered with wells providing potable water for habitations. Many streams are seasonal, but water flow can be high in peak runoff periods with historical downstream flooding. Rainfall averages 18 inches per season. Groundwater is not overly abundant.

### **D. Mountains**

The eastern 65% of the Sierra Resource Conservation District is in the Sierra Nevada Mountains. The boundary of Sierra National Forest at about 4000' elevation marks the eastern edge of the oak woodlands (foothills) and the beginning of forest/ timber zone. Peaks exceeding 14,000' are within the boundaries of the SRCD.

Sierra Resource Conservation District includes the US Forest Service districts of High Sierra in Sierra National Forest and Hume Lake District of the Sequoia National Forest; portions of Ansel Adams, John Muir, Dinkey Lakes, Kaiser Wilderness Areas and Monarch Wilderness; the extreme northern portion of Kings Canyon National Park; McKinley Grove Botanical Area and numerous special resource and wildlife study areas. Several thousand acres of private lands encompassed or adjacent to the public lands are in Timberland Preserve Zoning.

Historically, these lands have produced timber, grazing, wildlife, water and recreation. Honey production is also important. Deer herd summer range and migratory patterns are well established. Numerous animal species use both the public lands and the adjacent lower elevation private lands during various seasons of the year.

Wildland fire and insect infestations are recurring events. The mountain areas have more moderate summer temperatures with summer days reaching about 90 degrees. Low temperatures can reach -35 degrees. Snow is common above 4000' elevation December through February. At the upper elevations, the growing season may be limited to a low of 25 days above 32 degrees, and precipitation can exceed 60 inches per year.

The mountainous eastern portion of the SRCD contains vital snowpack, two major watersheds (San Joaquin River and Kings River) and numerous minor watersheds that provide surface water and groundwater recharge for agriculture production in the San Joaquin Valley.

Abundant snowfall in the mountains combined with rain and steep terrain can also mean rapid runoff and flooding. Multiple hydro-electric dams are located on the San Joaquin and Kings Rivers, providing electric generation, recreation and flood control.

Air quality varies within SRCD, with different regulations applying at different elevations. Air pollution can be high in the valley floor with transportation being the highest particulate sources. Pollen and wildland fire smoke contribute to the air pollution at the higher elevations. An inversion layer frequently occurs at the 3500' elevations during the summer months, and 1500' in winter, trapping pollution in the San Joaquin Air Basin.

## **E. District Stratification**

It is important to note the stratification of the SRCD lands.

- 15% of the SRCD in the valley is in agriculture with heavy urbanization with minor amounts of public lands. The terrain is predominately flat or sloped.
- 20% of the SRCD from about 500' to 4000' elevation, is eastside rangeland, grazing and oak woodlands in predominately private ownership with some public ownership interspersed, and modest rural/urban.
- 65% of the District from 4,000' elevation to about 14,000' elevation is in public forest lands, with some private land ownerships interspersed and limited rural residential communities

## HISTORY OF THE SIERRA RESOURCE CONSERVATION DISTRICT

The original Sierra Resource Conservation District (SRCD) was established in March of 1957 as a legally constituted unit under the State of California. Since that time a number of land areas were added to the current area before consolidating with Navelencia RCD On June 23, 2008.

The Navelencia Resource Conservation District (NRCD), which consolidated with the Sierra RCD on June 23, 2008 by a LAFCO resolution passed by the Fresno County Board of Supervisors. The NRCD was formed in October 1956 and later had a number of sections added to the current area before consolidation with Sierra RCD. The resultant Resource Conservation District retained the Sierra RCD name with a new Board of Directors and Officers.

These RCD's were created to develop and further ongoing programs to conserve natural resources. The Sierra RCD is an autonomous self-governing body. There is no taxing authority, by agreement, at the time of establishment. It is truly a "grass-roots" organization dedicated to serving both the private and public interest.

The Board of Directors (currently five members) is appointed by the County Supervisors of Districts 5, from private landowners and other conservation conscious citizens from within the boundaries of the District. Each Director serves for 4-year terms. All board members serve without pay. Additional non-voting Associate Directors are also appointed, and serve the District without pay.

## II. CRITICAL ISSUES AND PLANNING

The Sierra Resource Conservation District is organized for the protection and conservation of natural resources (including but not limited to soils, water, air quality, agriculture, wildlife, rangelands, oak and forest lands) in the interest of prosperity and the general welfare of the people within the SRCD, Fresno County, and the State of California.

The three elements that SRCD uses to identify critical issues and guide planning are:

1. **Informational Resources.** SRCD depends on information from other agencies, research institutions, and previous or current SRCD projects for soils, water, wildlife, vegetation, air, land use and ownership information. This is necessary to evaluate conditions.
2. **Community Engagement.** Community engagement is conducted and collected in multifaceted ways to identify needs and issues from landowners, land managers, and land users.
3. **State, Regional, and Local Plans.** These plans describe concerns, goals, and priorities of larger and overlapping governance structures. The plans provide the opportunity for SRCD to identify alignment within district conditions and landowner needs.

State, Regional, Local Plans	SRCD Plans
Fresno County Hazard Mitigation Plan	Strategic Compass
CAL FIRE Fresno Kings Unit Plan	Fresno County Forest and Fire 10 Year Plan

Sierra National Forest Management Plan	Community Engagement Plan
Sequoia National Forest Management Plan	Stakeholder Management Plan
Fresno County Community Wildfire Protection Plan	Monitoring Plan
Fresno County General Plan	
S2J2 Regional Investment Plan	
California Wildfire and Forest Resilience Action Plan	
California's Nature-Based Solutions Climate Targets and Natural and Working Lands Climate Smart Strategy	
California's Outdoors for All Plan	
California's 30 by 30 Plan	
California Climate Adaption Strategy	
California Water Plan	

The Sierra Resource Conservation District has identified wildfire, forest health, flood, drought, groundwater overdraft, soil health, and air quality as the major resource concerns and hazards within the region. The following problem areas within the District boundary must be addressed if the natural resource base for sustained use is to be maintained. They are in no order as resource projects are identified and prioritized annually.

**Critical Natural Resource Issues:**

1. Wildfire prevention and restoration from catastrophic wildfire
2. Forest health from drought, disease, infestation, and lack of forest management
3. Air quality effects on agriculture and human health
4. Soil health degradation from industry and natural disturbances
5. Riparian restoration on valley floor
6. Groundwater overdraft and poor water quality
7. Urban encroachment and growth in wildland urban interface
8. Loss of native biodiversity and invasive species control and management

### III. CONSERVATION OBJECTIVES

The Sierra Resource Conservation District has identified the following long range conservation objectives:

#### SOILS

A primary objective of the SRCD is soil and water conservation of all land types. By supporting practices that increase soil health, the SRCD aims to prevent runoff and erosion, improve soil water retention, increase groundwater recharge, sequester carbon, and protect water quality.

#### WATER

Water Management is becoming increasingly important as users in industry, municipalities, and natural systems compete for resources, especially in periods of prolonged drought. The District's objective is continued availability of groundwater; conservation of surface waters; and improving water quality and quantity through best management practices; and informing government departments and agencies on District water issues.

#### WATERSHED/WETLANDS

A significant portion of the District contributes to two main watersheds. The development of a plan to identify Water Quality Guidelines and improved watershed management is an important issue with the SRCD. Objectives include cooperation in full watershed planning from headwaters to drainage basin, planning and mitigation for non-source point pollution for each watershed, and restoration of degraded riparian areas on the valley floor to development or industry uses. Large scale watershed objectives require multi-agency cooperation, with the District, representing both private landowner issues and public concerns.

#### FORESTS

The largest land type in the district is forested land, that includes two National Forests and two National Parks. The wildland urban interface is growing in population and the wildfire risk is increasing. Forest health is significantly compromised due to lack of forest management, fire suppression, insect infestation, drought, tree mortality, catastrophic wildfire, and post fire conditions. The SRCD is working to reduce wildfire threat for communities, increase landowner participation in forest stewardship, and provide landscape scale management services for forest health on private and public lands.

#### AGRICULTURE and RANGELAND

Agriculture and rangeland uses are vital components in the District. The SRCD will seek out ways and means to encourage landowners to keep their property in agricultural/rangeland production. The SRCD supports traditional as well as innovative ways of utilizing land for food and fiber production. The SRCD will work with farmers and ranchers to adopt conservation practices aimed at improving soil health, increase biodiversity, promote prescribed burning, and identify and implement conservation best practices across working lands.

## VEGETATIVE MANAGEMENT

The SRCD will strive to improve the management of vegetation within the District for a variety of purposes including but not limited to fuels management to reduce wildland fire risk; rangeland forage improvement through best management practices; delineation of wetland areas; coordinating multi-agency vegetative management projects; wildlife habitat improvement; and biomass utilization of excess agriculture and wildfire fuels.

## URBAN ENCROACHMENT

Urban encroachment is a growing concern of the SRCD. It is vital that the District keep the City of Fresno, City of Clovis, City of Sanger, the County Planning Department and the Board of Supervisors informed about natural resource trade-offs for land use conversions. The SRCD must identify critical vegetation areas, wildlife habitat, agriculture, and sensitive soil and water zones for possible land conservation easements or mitigations.

## WILDLIFE HABITAT & NATIVE SPECIES

The District has experienced a significant loss in biodiversity due to development and wildfire. A desirable outcome is the increase of biodiversity on public and private lands. The SRCD will increase biodiversity through education, drafting guidelines for land managers and projects to increase biodiversity practices, incorporate California native species, improve wildlife habitat, and support native plant nurseries.

## ENVIRONMENTAL EDUCATION

The District has a long range goal of increasing public awareness and participation in the conservation of local natural resources. The District primarily serves private landowners but is looking to expand participation beyond private landowners through expanding public engagement in conservation work, career development in natural resources, collaboratives, academic initiatives, and expanding outdoor access to underserved or urban residents.

## AIR QUALITY

Air quality is of great concern to the district for its negative impacts in public health for Valley residents. SRCD will coordinate with the San Joaquin Valley Air Pollution Control District for practicing, identifying, and promoting best practices for healthy air. SRCD will provide technical assistance to the Air District on best practices for air quality through nature-based solutions and conservation practices on farms, rangelands, and in forests. Another objective is to work with the Air District to quantify air quality improvements from conservation practices at the local level. Air Quality goals need to be coordinated with desirable resource conservation practices to achieve optimum results.

## ACTIVITIES AND METHODS

The SRCD aims to meet these objectives through coordination with partners by any arrangement of the following activities and methods.

- Activity: Work that the district has responsibility over to advance one or more conservation objectives.

- Method: The district's mechanisms for enabling, organizing, or delivering that work.

	<b>General Activity</b>	<b>Method 1</b>	<b>Method 2</b>	<b>Method 3</b>
1.	Technical Assistance for Landowners	Provide Staff Expertise and Site Visits	Facilitate Independent Resources to Landowners	
2.	Financial Assistance for Landowners	Administer Financial Assistance Programs from Funders		
3.	Education for Landowners	SRCD Staff Expertise Provided through Outreach, Workshops, and Demonstrations	Facilitate Delivery of Educational Programs and Initiatives to Landowners	Support Educational Programs or Initiatives and/or Facilitate Landowner Participation
4.	Implementation of Conservation Practices on Private or Public Lands	Plan, Train, or Recommend Conservation Practices for Landowner, Land Manager, or Partner to Implement	Conduct Implementation Practice on Behalf of or in Coordination with Landowner/Community	Plan Conservation Practices and Contract Implementation to Independent Operator(s)
5.	Education for Public	Perform Outreach through Media, Site Visits, or Events	Facilitate Educational Programming or Access to Programming or Initiatives	Participate, Host, or Promote Collaboratives and Initiatives

## **COOPERATION**

This section illustrates the various resource groups and governmental agencies that are partnered with SRCD to address resource issues within the district.

### Agencies

#### Federal

1. Natural Resource Conservation Service (NRCS)
2. Sierra National Forest (USFS – SNF)
3. Sequoia National Forest

#### State

4. California Department of Forest and Fire Protection (CAL FIRE)
5. California Department of Conservation (DOC)
6. Sierra Nevada Conservancy (SNC)

7. California Department of Water Resources (DWR)
8. U.C. Cooperative Extension of Agriculture and Natural Resources (UCANR)
9. California Department of Food and Agriculture (CDFA)
10. Wildlife Conservation Board (WCB)
11. California Volunteers
12. San Joaquin River Conservancy (SJRC)
13. California Conservation Corps (CCC)

#### Local

14. Fresno County Board of Supervisors
15. Fresno County Public Works and Planning
16. Southern California Edison - Forestry
17. Pacific Gas and Electric – Governmental Relations
18. North Kings Ground Water Sustainability Agency

#### Community Benefit Organizations

19. California Association of Resource Conservation Districts (CARCD)
20. National Association of Conservation Districts (NACD)
21. Yosemite/Sequoia Resource Conservation and Development Council (Y/SRC&D)
22. Highway 168 Fire Safe Council (168 FSC)
23. Oak to Timberline Fire Safe Council (OTFC)
24. Sierra Foothill Conservancy
25. Kings River Conservancy
26. Back Country Horsemen of California
27. Fresno/Kings County Cattlemen’s Association
28. National Wild Turkey Federation High Sierra Yelpers
29. Central Sierra Resiliency Fund (CSRF)
30. Carbon Cycle Institute (CCI)
31. People, Food, and Land Foundation (PFL)
32. Ponderosa Lions Club
33. Blue Forest
34. National Fire Protection Association
35. California Firesafe Council
36. Fresno Community and Economic Development Partnership
37. West Fresno Family Resource Center
38. Asian Business Institute and Resource Center (ABIRC)
39. Binational of California
40. United Way
41. American Farmland Trust (AFT)
42. California Native Plant Society
43. Fresno Workforce Development Board
44. Kitchen Table Advisors
45. African American Farmers of California
46. Xerces Society
47. Central California Environmental Justice Network (CCJN)

48. Community Alliance with Family Farmers

#### Educational Institutions

- 49. California State University Fresno
- 50. Sierra Unified School District
- 51. Reedley College
- 52. Lawrence Livermore National Laboratory
- 53. University of California Merced
- 54. Fresno City College

#### Foundations

- 55. #NoRegrets
- 56. Weyerhaeuser Foundation
- 57. Central Valley Community Foundation
- 58. Arbor Day Foundation
- 59. Agriculture Technology Innovation Partnership Foundation

#### Collaboratives

- 60. Dinkey Creek Collaborative
- 61. Fresno County Wildfire Task Force
- 62. Southern Sierra Integrated Regional Water Management Group
- 63. Kings River Basin Integrated Regional Water Management Group
- 64. Fresno County Volunteers Active in Disasters
- 65. Punjabi American Growers Group

#### Tribes

- 66. Big Sandy Rancheria of Western Mono Indians
- 67. Cold Springs Rancheria
- 68. Table Mountain Rancheria
- 69. Dunlap Band of Mono Indians
- 70. Choinumni Yokuts

## IV. LONG RANGE OUTLOOK

### PROGRAMS AND VISION

#### A. Current Programs and Vision Statements

- 1) Forestry and Watershed Program. *We envision healthy Sierra Nevada forest and foothill conditions with active management that employs people, supports recreation, is ownership-based, and relies on effective private and government partnerships.*

*Conservation Objectives: Forestry, Vegetation Management, Water, Soils, Air Quality*

- 2) Agriculture and Rangeland Program. *We envision future generations of sustainable*

*farmland and rangeland employing less resource intensive, agroecological methods of production, that keep farm operations profitable.*

*Conservation Objectives: Soils, Water, Rangeland, Wildlife Habitat and Native Species, Air Quality*

- 3) Collective Impact Program. *We envision active engagement by all land users to overcome the negative impacts of large-scale disturbances, resource management challenges, and natural disasters.*

*Conservation Objectives: Environmental Education, Air Quality, Water, Wildlife Habitat and Native Species.*

## **B. Future Programs and Vision**

Future programs for the SRCD are being identified based on alignment with mission and values, current capacity needs, funding opportunities, critical natural resource issues, and SRCD conservation objectives.

- 1) Forestry and Watershed Program expansion into two programs, focused on planning and operations.
- 2) NRCS Program to deliver better technical assistance to landowners and provide needed capacity to local and regional Federal offices.
- 3) Water Program to address the conservation objectives of Watershed/Wetlands and the issues of riparian restoration on the valley floor, groundwater overdraft and poor water quality, and loss of native biodiversity and invasive species control and management.
- 4) Bioeconomy Program to build partnerships with private industry to meet conservation objectives and implement innovative technologies.

## **MEASURABLE OUTCOMES AND GOALS**

### **A. Land Outcomes**

The acreage goals for implementation of conservation practices are estimated for each land type based on California's Nature Based Solutions Target goals for 2030-2045 (see chart).

Other land-based outcomes include the number of acres protected through acquisitions in conservation trusts, parks, and easements. The goal for SRCD is 75,000 acres by 2030 in proportion to California's 30 by 30 plan.

The forest management acre goal per year is 15,000 acres for SRCD between both State and Federal forests in proportion to the State's 1 Million Acre challenge in the California Wildfire and Forest Resilience Action Plan.

At the program level measurable outcomes for acreages, engagements, resource information, data and monitoring will be developed and tracked for impact and evaluation. The theory of change is that successful outreach → landowner trust → increase project participation →

increase treatment scale → reach conservation outcomes at landscape scale → community and ecological resiliency to natural disasters and large-scale disturbances.

<b>NBS Targets</b>	<b>State Acres K</b>	<b>Region Acres K</b>	<b>SRCD Acres 10yr</b>	<b>SRCD Acres 5yr</b>
Croplands	210	64	4,000	2,000
Forests	595	48	12,231	6,115
Grasslands	88	12	120	60
Sparsely vegetated lands	95	7	1,750	875
Developed lands	63	5	2,200	1,100
Shrublands and chapparal	150	5	1,667	833
Wetlands and seagrasses	12	1	143	71

## **B. Funding and Sustainability**

From 2020 to 2025 SRCD expanded from small pilot programs into a regional implementation entity — increasing residents served 40-fold while growing staff 5 times and managing a project portfolio over 5 times larger.

This trajectory of growth is not sustainable unless organizational development increases simultaneously with funding opportunities. SRCD will continue to develop proposals for grant opportunities from Local, State, Federal public agencies and expand into fundraising with private foundations and local stakeholders. The goal for funding sustainability is to submit 30-50 projects annually, assuming even distribution across current Programs, a 30% success rate of award, and that each project has a 1-5 year performance period.

Simultaneously, SRCD will advance its financial and accounting policies with a reserve, indirect cost strategy, and cash-flow management policy.

## **C. Organizational Development**

Organizational development describes the internal capacities the District will build to reliably deliver conservation objectives at a community and a landscape scale.

Over five years SRCD will transition from a project-based staffing organization to program based delivery capacity. Outcomes include a transition to a hybrid organizational structure to enable career pathway development, technical training, and enhance project delivery. Growth in administrative and risk management systems is necessary. Expansion of rented or purchased infrastructure for office space, equipment, fleet, and technology are expected. Other areas identified for organizational development are governance and board, contract management, stakeholder and community engagement, and informational systems.



Forested, Urban and Agriculture Land Cover in Madera, Fresno, Tulare and Kings Counties

