

## Appendix 4

### Selected quotes related to recommendations

Recommendations	Selected Quote
Very specific tasks and deliverables	<p>“I think you have to attach like a tasks and deliverables to anything that you do to make it palatable to the public and get their support.”</p> <p>“Then it’s not me going to my boss saying ‘oh I think we need to add a breach here.’ It’s me going to my boss saying ‘this action on site is not occurring, this is what is laid out to fix and remedy that issue, and this is what the suggestion in the restoration plan to do that.’”</p>
Detailed documentation and continuity of planning	<p>“Keep a record of your data, keep a good record of your reports, keep a good record of your reporting requirements. So when you leave, someone else that is coming in your position can easily take over.”</p> <p>“We better have a way of chronicling the lessons that we learned. There’s a lot of documentation required.”</p>
Fostering a culture of being collaborative, patient, and listening	<p>“I mean you kinda just have to go into it and kinda be patient and do whatever it takes ... everything has taken longer than I expected. And it’s just because everybody’s got to say their thing and you’ve got to make them feel comfortable not so much on a personal level but on their corporate culture kind of level.”</p> <p>“Keep your eyes on just being honest and engaging people...It kinda goes a long way to establishing good relationships.”</p>
Adapting communication between managers and scientists	<p>“I’ve been exploring different ways to have enhanced communication between the researchers and managers. So what we’ve done is we’ve instituted an annual researcher/manager meeting...and then we decided to have these monthly calls, and people weren’t responding, so I sent out a survey... The feedback that we got is that they still like the annual researcher manager meeting, but instead of having a monthly call, they would just like to get maybe some emails about what is going on.”</p>
Multi-benefit approach to restoration	<p>“The fact is that because it is a multi-benefit project I actually think it has a strength in that...it is just an easier project to sell to the public because it has multiple benefits.”</p>
Frequent site visits	<p>“Having somebody out there with their eyes open just watching things all the time. Really very important. And those [unexpected events] can significantly alter operations. Long-term management operations.”</p>
More action	<p>“We’ve got to get out and start doing these, building them and we’re going to really learn. The more we build, the more we learn.”</p>
Standing independent scientific review	<p>“Sometime we say we need to change the letter of the law in the permit. The permit is asking for things that you can’t achieve. So we can influence what the performance criteria are. Permits are issued on a five year cycle so [the Technical Review Team] can accumulate recommended changes to the permit, you know, and in five years the agencies can review those recommendations, and so they can be resolved there.”</p>
Formalized ecological restoration community	<p>“I do think there needs to be a more formal ecological restoration community, that is, there needs to be a program within the region. That would be the Bay-Delta, it’s not just the Bay or just the Delta.”</p>
Regional and ambient monitoring framework	<p>“We need more formal third party independent monitoring, that is coordinated across projects at the regional level, we need a way for the public and people like you to access those reports, we need an annual or five year report to the public on how things are going.”</p>

Flexible permitting specifically for restoration projects

“We are working on a monitoring program, which will allow us to monitor not just this project, but numerous projects in the Delta as they become implemented and then feed into a larger framework where we can compare and contrast.”

“Just to have that flexibility would be nice, especially when it comes to restoration. I mean I can see a construction project shouldn’t have much leeway, but something like this, where you’re trying to do what’s best for whatever species or habitat you are restoring. You should maybe have a little flexibility.”

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