



SACRAMENTO - SAN JOAQUIN

DELTA CONSERVANCY

A California State Agency

2023 Implementation Plan

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SACRAMENTO SAN-JOAQUIN DELTA CONSERVANCY

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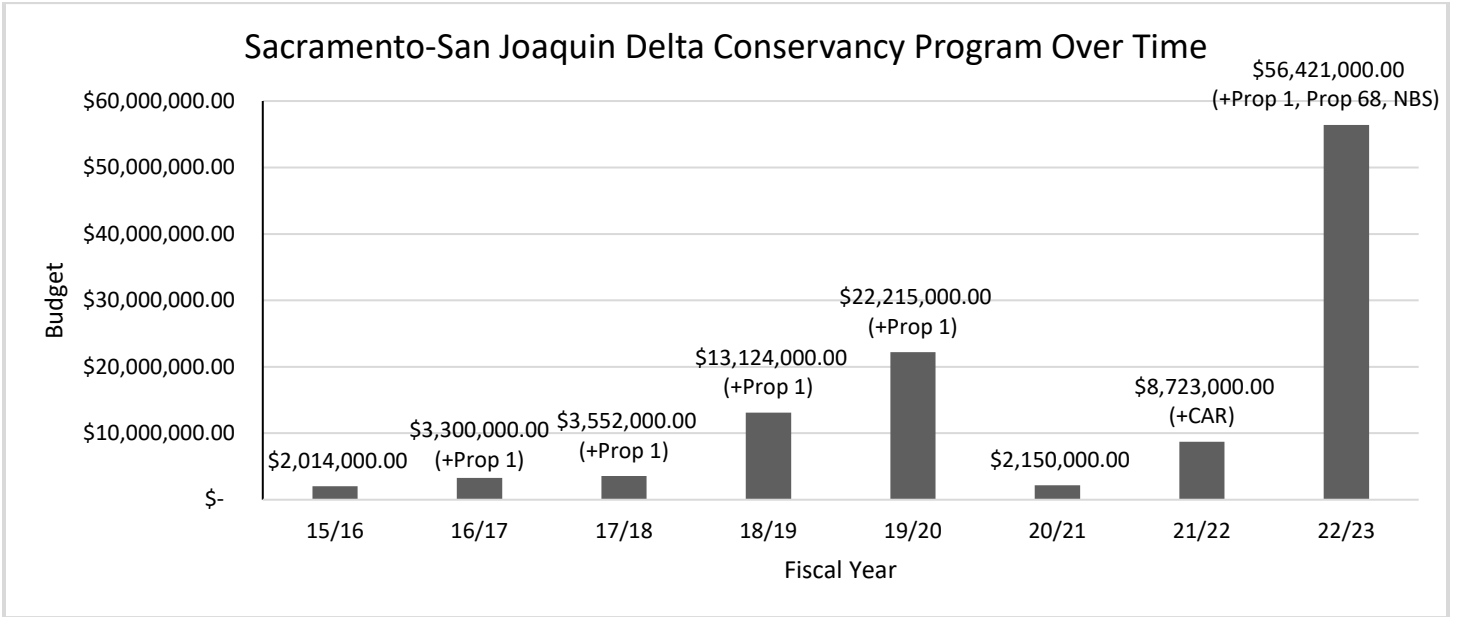
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2022 At A Glance



Funding Allocated in 2022

- \$36 million of general fund for Nature Based Solutions: Wetland Restoration
- \$6.1 million of general fund for CAR.

New Tools and Software

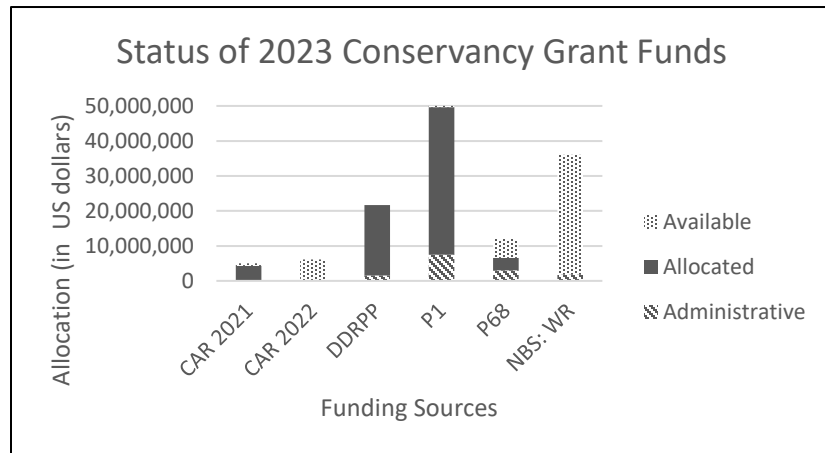
- Excel timekeeping system
- RAPTR database
- Monitoring procedure for closed grants.

Equity

- Created a DEI action Plan.
- Exceeded the 25% Small Business (SB) & 3% Disabled Veterans Business Enterprise (DVBE) contracting goals:
 - SB 32.53%
 - DVBE 66.39%

Grant Awards

- 100 grants awarded
- Executed 50 agreements
- Processed 11 formal amendment
- Processed 358 invoices



INTRODUCTION

This Implementation Plan (Plan) articulates programs and associated tasks that the Sacramento-San Joaquin Delta Conservancy (Conservancy) has established for 2023 to implement the goals, objectives, and metrics included in the Conservancy's 2022-2027 Strategic Plan. It also provides updates on the 2022 accomplishments.

The activities reflected herein are funded by the California General Fund; the California Environmental License Plate Fund; state and federal government grants and agreements; the Water Quality, Supply, and Infrastructure Improvement Act of 2014 (Proposition 1), and the California Drought, Water, Parks, Climate, Coastal Protection, and Outdoor Access for All Act of 2018 (Proposition 68). The Conservancy continuously seeks funding to expand efforts in furtherance of its mission and the Governor and the Secretary of the California Natural Resources Agency's priorities of public access, biodiversity, and climate resilience activities.

Conservancy Mission

Working collaboratively and in coordination with local communities, the Conservancy will lead efforts to protect, enhance, and restore the Delta's economy, agriculture and working landscapes, and environment for the benefit of the Delta region, its local communities, and the citizens of California.

Conservancy Guiding Principles

The Conservancy strives to honor the following Guiding Principles in achieving the activities and tasks in this Implementation Plan:

- Act in collaboration with the communities of the Delta and Suisun Marsh to implement multi-benefit initiatives.
- Operate with integrity in a transparent and accessible manner.
- Support efforts that advance both environmental protection and economic wellbeing in a complementary manner.
- Use best available science.
- Recognize and value the unique nature of the history, culture, communities, and ecosystems of the Delta and Suisun Marsh.
- Recognize that access to natural resources, the benefits of ecological health, and the advantages of economic growth should be equitably distributed and accessible for all.
- Commitment to creating an inclusive workplace that promotes and values diversity.

Goal 1: ECOLOGICAL CONSERVATION, RESTORATION, AND CLIMATE ADAPATION

The Conservancy, in collaboration with a myriad of partners, is working on the following initiatives to restore, enhance, and protect the Delta ecosystem:

Strategy 1: Ecosystem Restoration and Climate Adaptation Program

The Ecosystem Restoration and Climate Adaptation Program is a critical tool for the Conservancy to fulfill its mission and meet the State's goals of Climate Resilience, 30 x 30, Nature-Based Solutions, and California Outdoor Access for All among others. This program helps the Conservancy realize its commitment to improve the ecological and economic vitality of the Delta by funding multi-benefit ecosystem and watershed protection and restoration projects that address at least one of the following:

- Ecosystem Protection, Restoration, and Enhancement
- Water Quality Improvement
- Water-Related Agricultural Sustainability
- Climate Resilience

First funded in 2015 by a \$50 million allocation of Proposition 1 bond money, the Conservancy is using this program to align state and local interests to its mission in the Delta. Examples of projects funded include restoration of riparian and wetland habitat, land acquisition for conservation easements, hydrological improvement for connectivity and drainage, and control and monitoring of invasive species.

In 2021, the Conservancy received a general fund allocation of \$5.25 million to expand the scope of this program with projects that promote Climate Resilience, Public Access, and Natural Resource Protection (CAR). This funding is critical to fulfilling the Conservancy’s mission to support the economic and cultural aspects of the Delta.

In 2022, the Program received an allocation of \$36 million of general fund for Nature Based Solutions: Wetland Restoration (NBS: WR) and \$6.1 million of general fund for CAR.

Also in 2022, many of the original Proposition 1 grants began to close out. This required staff to create new monitoring procedures and protocols to ensure that projects have the intended long-term impact. To make monitoring and reporting easier, demonstrate good stewardship, and be able to make better decisions about future allocations, the Conservancy is an early adopter of the RAPTR (Resource Agency Project Tracker) system being created by California Natural Resources Agency (CNRA). Staff has been working with CNRA to ensure that RAPTR is easy to use and can track the highest priority project outcomes.

In 2022, the Conservancy awarded \$3 million of Proposition 1 funds and \$400,000 of CAR 2021 funds to support eight ERCA projects. Including the 2022 grant round, the Conservancy in total has implemented five cycles of Proposition 1 funding totaling \$42.2 million for 34 projects.

In 2023, staff will recommend high impact projects to the board with the intention of encumbering the remaining program funds. Staff will also continue to establish procedures and protocols to monitor projects for 15 years. To support monitoring, the Conservancy intends to fully utilize RAPTR by the end of 2023.

Table 1: 2023 Ecosystem Restoration and Climate Adaptation Program Strategy Goals

2023 Goals	Timeline	Strategic Plan Objective(s)
The Conservancy will fully utilize RAPTR by the end of 2023	Q4	1A, 1B, 5B
The Conservancy will fully implement a monitoring procedure	Ongoing	1A, 1B, 5B
Staff intends to recommend projects for the remaining \$7.125 million of CAR funds and \$36 million of NBS:WR funds	Ongoing	1A, 1B, 2B, 3A, 3B

Strategy 2: Delta Inter-Agency Invasive Species Coordination Team (DIISCT)

To support the Conservancy’s Guiding Principle to use best available science, the Conservancy facilitates an interagency team of agency (local, state, federal), NGO, researchers and extension specialists who are invasive species experts. The DIISCT exchanges information, coordinates activities, and identifies research needs and funding sources. The DIISCT holds quarterly coordination meetings and organizes a biennial Delta Invasive Species Symposium (last held in December 2021).

One significant accomplishment of this group is the draft Delta early detection and rapid response (EDRR) framework and coordination table completed in 2021. Often, if invasive species can be detected early, they can be eradicated before they become problematic. Having a framework in place provides a structure to detecting and responding to invasive species in real time.

In 2022, DIISCT co-chairs from the Conservancy and Delta Stewardship Council coordinated with researchers from California State University Long Beach (CSULB) to expand the draft Delta Early Detection and Rapid Response (EDRR) Framework and coordination table and examine the ecology of ribbon weed (*Vallisneria australis*). This project was funded through the Delta Science Program’s Directed Action funding.

In 2023, the group will continue to address invasive species by convening agencies including hosting the biennial Delta Invasives Symposium and an Early Detection and Rapid Response Workshop. The team will also update the research needs table to assess science and management needs for invasive species work in the Delta.

Table 2: DIISCT 2023 Strategy Goals

2023 Goals	Timeline	Strategic Plan Objective(s)
Deliver a Delta Invasive Species Symposium that brings together academics, practitioners, and community members to better understand invasive species in the Delta	Q4	1A, 1B, 4A, 4B
Continue to identify high priority research topics to better inform conservation work	Ongoing	1A, 1B, 4B
Utilize the early detection and rapid response framework if new threats emerge	Ongoing	1A, 1B, 4B

Strategy 3: Delta Plan Interagency Implementation Committee (DPIIC) Restoration Sub-Committee (RSC)

To implement restoration at the pace and scale necessary to fulfill the objectives of the Water Resilience Portfolio, Cutting Green Tape Initiative, and the Governor’s California Biodiversity Initiative as well as the proposed revisions to Chapter 4 of the Delta Plan, the Delta Plan recommended that the Delta Stewardship Council and the Conservancy create a DPIIC restoration Sub-Committee.

In 2022, the sub-committee formed and established shared issues and priority goals for collective action. To inform the process, the committee consulted experts throughout the region including hosting a panel discussion on permitting with leadership from the Bay Restoration Regulatory Integration Team (BRRIT), the Department of Water Resources Fish Restoration and Suisun Marsh Program, the US Army Corps Regulatory

Division, and Yolo County’s Habitat Conservation Plan/Natural Community Conservation Plan. The Committee finalized a vision, shared goals, and action plan in 2022.

In 2023, the committee will begin to implement the action plan including hosting the first Delta Restoration Forum to inform the Delta community and agency leaders on critical Delta issues. The forum will (1) provide an overview of the amendments to Chapter 4 of the Delta Plan, (2) provide a forum for identifying future restoration in the Delta and Suisun Marsh, (3) build cross-sector relationships and share information about ecological restoration in the Delta and Suisun Marsh, and (4) inform future Restoration Forum meetings.

The Sub-Committee is funded by general funds.

Table 3: DPIIC 2023 Strategy Goals

2023 Goals	Timeline	Strategic Plan Objective(s)
Begin implementing the work plan	Ongoing	1A, 1B, 4A, 4B
Create and host the first Delta Restoration Forum	Q1	1A, 4A, 4B

Strategy 4: Ecosystem Data Access

In support of habitat restoration and water quality management in the Delta, the Conservancy is working with partners to identify needs, secure funding for, and implement projects that facilitate project tracking, reporting, and improved data integration and access. Conservancy staff work with all grantees working on implementation of ecological restoration projects to upload data into Project Tracker (<https://ptrack.ecoatlas.org/>) so the data is publicly available through the EcoAtlas platform (<https://www.ecoatlas.org/>). In addition to ensuring data quality for Conservancy funded projects, staff coordinate with other regional data managers to update Project Tracker as new project types are implemented in the region (ex: climate adaptation projects).

EcoAtlas hosts several other datasets that can be used in tandem with the project dataset compiled through Project Tracker. With \$300,000 of funding from United States Environmental Protection Agency, the Conservancy and the San Francisco Estuary Institute developed the Delta Aquatic Resources Inventory (DARI). DARI is a dataset that provides a standardized mapping system of aquatic resources in the Delta. It establishes a baseline of existing aquatic resources and can be used to inform prioritization of management actions; evaluate the effectiveness of projects; track the amount and quality of wetlands; assess changes in abundance, diversity, and condition of wetlands; and facilitate wetland monitoring. In 2022, The DARI dataset was completed and made publicly available through EcoAtlas. It was used in a pilot test of a riparian habitat estimation model. Written procedures were also created for updating DARI.

Table 4: Ecosystem Data Access 2023 Strategy Goals

2023 Goals	Timeline	Strategic Plan Objective(s)
Continue to add Conservancy funded projects to Project Tracker	Ongoing	1A, 1B, 4A, 4B
Coordinate with regional data managers to identify needed updates to datasets and data collection techniques	Ongoing	1A, 1B, 4A, 4B

Strategy 5: Delta Carbon and Subsidence Management

Delta Subsidence is a critical issue and threatens western Delta communities, agriculture, and the state and federal water projects. In addition, subsidence produces more than 1.1 million metric tons of carbon emissions per year. The Conservancy and its partners recognize that reducing subsidence is critical to the future of the Delta and an impactful solution to climate change.

The Conservancy has worked to address this issue for multiple years with a partnership of state, federal, and NGO organizations. The partnership works with local project implementers including public and private landowners to develop pilot projects; work with the California Air Resources Board to adopt a voluntary market protocol in the Cap-and-Trade compliance program; develop new strategies for subsidence; and create messages and strategies to secure additional funding.

In 2022, the Conservancy received a one-time allocation of \$36 million of general fund for NBS: WR to support its carbon and subsidence management work. The Conservancy opened a solicitation for the fund in November 2022 and is receiving concept proposals on a continual basis.

In 2023, the Conservancy will prioritize projects that leverage resources to address subsidence and reduce resulting carbon emissions. The Conservancy will continue outreach to potential applicants to develop high quality projects, accept concept proposals on an ongoing basis and provide technical assistance to applicants as merited. Staff will present proposals to the Board for funding consideration with the intention of fully expending the remaining funds as soon as possible.

Table 5: Delta Carbon and Subsidence Management 2023 Strategy Goals

Goals for 2023	Timeline	Strategic Plan Objective(s)
Identify and develop projects that will result in a significant reduction of subsidence and resulting carbon emissions	Ongoing	1A, 1B, 2A, 2B, 3A

Strategy 6: Land Ownership, Easements, and Management

The Conservancy and its partners recognize the important role the Conservancy can play in supporting Delta conservation by holding easements or land title in specific circumstances. In 2019 sister agencies requested that the Conservancy develop a strategy for holding easements. Staff drafted a white paper to determine the expertise, resources, and policies required for the Conservancy to effectively hold and manage easements or title. In 2021 and 2022 this exploration slowed due to a lack of specific projects.

In late 2022, the Conservancy was asked to hold title to a specific easement. The project had a pressing timeline and thus the Conservancy was not a fit. However, it renewed focus on creating an easement policy to expedite future needs. With increasing pressure on the Delta ecosystem and a growing focus on subsidence and climate resilience, there will likely be projects that require the Conservancy to own or manage land and/or hold easement. It is a 2023 Conservancy priority to prepare to hold easements if the need arises.

Table 6: 2023 Land Ownership, Easements, and Management Strategy Goals

2023 Goals	Timeline	Strategic Plan Objective(s)
Be prepared to engage in further exploration of easement requirements if the need arises	Ongoing	1A, 1B, 2B, 3A, 4B

Goal 2: ECONOMICALLY AND ECOLOGICALLY SUSTAINABLE WORKING LANDS

The Conservancy, in collaboration with a myriad of partners, is working on the following initiatives to support economically sustainable working lands in the Sacramento-San Joaquin Delta, and Suisun Marsh:

Strategy 1: Delta Drought Response Pilot Program (DDRPP)

After three consecutive dry years resulting in low storage in state and federal project reservoirs, the Department of Water Resources, the Office of the Delta Watermaster, and the Conservancy recognized the shared need to build water resilience in the Delta. They created DDRPP to equip farmers with tools to reduce water use and measure the effectiveness of practices across the Delta.

To initiate the program, DWR provided a \$21.7 million interagency agreement to the Conservancy. The Conservancy in turn provided financial assistance to agricultural water users to install practices that reduce crop consumptive water use and improve water quality and ecological conditions. In the 2022 water year, staff executed 33 grants enrolling more than 8,800 acres and developed a \$1.6 million interagency agreement with UC Davis to perform micrometeorological measurements and water budget calculations evaluating the water conservation practices.

Given the continuation of the drought into 2022, DWR extended the DDRPP to water year 2023. The Program partnered with The Nature Conservancy to include incentives for practices that also benefit migratory birds. An additional 64 grants were awarded in 2023 enrolling 29,000 acres. Staff will continue to execute the awarded grants in early 2023 and manage the grants until closed at the end of the water year.

Table 7: Delta Drought Response Pilot Program 2023 Strategy Goals

2023 Goals	Timeline	Strategic Plan Objective(s)
Use water efficiency knowledge gained from 2022 and 2023 DDRPP projects to inform 2024 selections should the program be continued	Q3	1A, 1B, 2A, 3A, 4B
Work with partners to evaluate the efficacy of practices and produce a final report that will share results	Ongoing	1A, 1B, 2A, 3A, 4B

Strategy 2: Delta Fish Friendly Farming (FFF) Program

Actions taken on natural and working lands are critical to water quality in the Delta. To reduce non-point source pollution and improve water quality, the Conservancy and the California Land Stewardship Institute, in coordination with the Sacramento Valley Water Quality Coalition and the San Joaquin and Delta Water Quality Coalition, are implementing a farm certification program to incentivize best management practices (BMPs) on working lands. The FFF is developing and certifying Farm Water Quality Improvement Plans (farm plans) and funding Water Quality Improvement Projects (WQIPs) to reduce runoff of agricultural chemicals, sediment, and nutrients from sites within the Delta. These efforts build upon outreach and tools funded by the Conservancy's Ecosystem Restoration and Water Quality Grant Program.

Prior to 2022, the FFF developed guidelines and BMPS, established outreach plans and worked with early adopting farmers. In 2022, FFF began training and certifying people to conduct FFF certifications, conducting outreach, holding workshops, and finding project sites. The first 10,000 acres were enrolled in the program

and two WQIPs were recommended for funding. In 2023, the program will continue outreach and farm certification and begin BMP implementation.

This initiative is funded fully through a \$399,400 State Water Resources Control Board Grant.

Table 8: Delta Fish Friendly Farming 2023 Strategy Goals

2023 Goals	Timeline	Strategic Plan Objective(s)
Certify acres committed to within the grant agreement	Ongoing	1A, 1B, 2A, 3A, 4A, 4B
Create best management practice plans for farms	Ongoing	1A, 1B, 2A, 3A, 4A, 4B

Goal 3: COMMUNITY AND ECONOMIC ENHANCEMENT

The Conservancy is dedicated to supporting and enhancing the communities of the Delta by funding and fostering community-based initiatives.

Strategy 1: Community Enhancement Grant Program

To meet the Conservancy’s mission to support economic and cultural vibrancy in the Delta, the Conservancy created the Community Enhancement Grant Program to fund projects that address at least one of the following:

- Recreation and Tourism
- Historic and Cultural Preservation
- Environmental Education
- Public Access

The program was created in 2018 with \$12 million from the California Drought, Water, Parks, Climate, Coastal Protection and Outdoor Access for All Act of 2018 (Proposition 68) and bolstered in 2021 by \$5.25 million from the General Fund for Climate Resilience, Public Access, and Natural Resource Protection.

In 2022, the Conservancy awarded \$3.6 million in Proposition 68 grants and \$1.9 million in Climate Resilience, Public Access, and Natural Resource Protection funds. That brings the program total to date to ten Community Enhancement grants totaling \$7.4 million. Proposition 68 requires that 20 percent of the allocation go to projects that support Severely Disadvantaged Communities (SDACs). As of January 2023, 91 percent of the Conservancy’s Proposition 68 funded grants support SDACs.

As mentioned above, the Conservancy became an early adopter of the RAPTR project tracking system being adopted by CNRA and will use it for this grant program as well.

In 2023, the Conservancy will continue outreach to potential applicants to develop high quality projects, accept concept proposals on an ongoing basis and provide technical assistance to applicants as merited. Staff will present proposals to the Board for funding consideration with the intention of completely expending the remaining funds as soon as possible. The Conservancy intends to fully implement the RAPTR system by the end of 2023.

Table 9: 2023 Community Enhancement Grant Program Strategic Goals

2023 Goals	Timeline	Strategic Plan Objective(s)
Proactively identify and recommend projects that enhance the Delta community especially disadvantaged communities	Ongoing	3A, 3B, 3C, 4B
Staff intends to recommend projects for the remaining \$7.125 million of CAR funds	Ongoing	3A, 3B, 3C, 4B
The Conservancy will fully utilize RAPTR by the end of 2023	Q4	5B

Strategy 2: Delta Marketing

To meet the Conservancy’s mission of economic vitality in the Delta, the Conservancy, the Delta Protection Commission (the Commission) and the Delta Marketing Task Force created a Delta Tourism Awareness 5-Year Marketing Plan in 2017, a Delta Sign Plan in 2018, and the Delta recreation and tourism website VisitCADelta.com. The Conservancy contracted with the Commission to implement components of the marketing and sign plans. In 2019, the Commission worked with the task force to design 11 “Welcome to the Delta” signs- five signs in District three (Sacramento & Yolo), five in District ten (San Joaquin), and one in District four (Contra Costa). In early 2022, Caltrans approved the encroachment and maintenance permits.

In 2023, the Conservancy and the Commission will finish the sign installation. The Conservancy will continue to participate in the National Heritage Area Advisory Committee and development of the National Heritage Area Management Plan.

These initiatives are funded through general operations budget.

Table 10: 2023 Delta Marketing Strategic Goals

2023 Goals	Timeline	Strategic Plan Objective(s)
Install 11 signs per the Delta Sign Plan	Q2	3A, 3B, 3C, 4A, 4B
Continue to raise awareness of Delta tourism and recreational opportunities	Ongoing	3A, 3B, 3C, 4A, 4B

Goal 4: ECOLOGICAL, CULTURAL, AND HISTORICAL EDUCATION AND ENRICHMENT

Environmental, cultural, and historical education and enrichment are important components of the Conservancy’s programs and are reflected in its initiatives. Current activities include social media posts (Facebook, Twitter, and LinkedIn), fact sheets, collateral about projects, and promotions of campaigns such as Sacramento-San Joaquin Delta Week and cleanups. In 2023, the Conservancy will continue to maintain and enhance its website; expand social media; develop new educational materials including program fact sheets; increase participation in events in and of relevance to the Delta; and broaden outreach as resources allow.

Strategy 1: Delta Week

In 2022, Sen. Bill Dodd introduced Senate Concurrent Resolution 119, which declared the last week of September 2022 and each year thereafter as Sacramento-San Joaquin Delta Week. The designated week is intended to acknowledge the Delta’s contributions to a higher quality of life for all Californians. The promotion of Delta Week in 2022 included a coordinated press release with Sen. Dodd’s office, a social media campaign,

and website posts. In 2023, the Conservancy will expand Delta Week with a community activity, Delta Week-specific collateral, features in online and print publications, and possible media opportunities.

These initiatives are funded through general operations budget.

Table 11: 2023 Delta Week Strategic Goals

2023 Goals	Timeline	Strategic Plan Objective(s)
Expand on Delta Week efforts with a community event that involves other Delta agencies	Q3	1A, 3A, 3B, 4A, 4B
Create a vision for Delta Week	Q1 and Q2	1A, 3A, 3B, 4A, 4B

Strategy 2: Waterway Cleanups

The Conservancy has historically partnered with the Delta Protection Commission, the Sacramento Area Creeks Council, the California Coastal Commission, Sacramento County Parks, Sacramento Regional Sanitation District, California State Parks, and corporate and non-profit volunteer groups for annual waterway cleanup events, but the events were halted during the pandemic.

In 2022, the Conservancy re-engaged with cleanup events by supporting the promotion of existing cleanup events. In 2023, the Conservancy intends to resume hosting a Delta-specific cleanup.

These initiatives are funded through general operations budget.

Table 12: 2023 Waterway Cleanup Strategic Goals

2023 Goals	Timeline	Strategic Plan Objective(s)
Organize a Delta cleanup that involves local community groups	Q3	1A, 4A, 4B

Goal 5: EFFECTIVE, SUSTAINABLE, ADAPTABLE, AND INCLUSIVE ORGANIZATION

The Conservancy is dedicated to maintaining an effective, sustainable, adaptable, and inclusive organization by engaging in the following initiatives:

Strategy 1: Diversity, Equity, and Inclusion (DEI)

To meet the Conservancy’s commitment to serve its community and the State of California’s commitment to California for All, Outdoor Access for All, and other equity initiatives, it is important that the Conservancy address equity issues and attempt to remove barriers to accessing State resources, employment, and Conservancy programs.

In 2021, Conservancy staff started internal working groups to advance Conservancy staff’s understanding of DEI issues and how they relate to Conservancy programs, initiatives, and workplace culture.

In 2022, the Conservancy developed its Disability Advisory Committee (DAC). The DAC elected a chair, created DAC bylaws, set annual goals, and held quarterly meetings.

The State agencies working in the Delta convened a tribal coordination team to coordinate work and provide an accessible way for tribes to engage with the many Delta agencies working in the relatively small

region without being overburdened. The Conservancy is an active participant in the coordination team and regularly attends CNRA equity committees.

In August 2022, CNRA (based on an order from the Governor) asked all agencies to create a DEI action plan. The Conservancy created an action plan that includes identifying barriers to employment at the Conservancy, access to grants, and more equitable outreach.

In 2023, the Conservancy will continue to develop the DAC committee, participate in CNRA committees and be part of the tribal coordination team. It will also engage the internal DEI workgroups to implement the action plan and identify any additional or emerging equity priorities.

These initiatives are funded through general operations budget.

Table 13: 2023 DEI Strategic Goals

2023 Goals	Timeline	Strategic Plan Objective(s)
Update DAC bylaws (if needed), set annual goals, and meet quarterly	As Required	5A
Conduct DEI Working Group meetings to implement the DEI Action Plan	Ongoing	5A
Continue to engage with agencies and partners for shared learning, best practices, and opportunities to advance equity	Q4	3B, 4A, 4B, 5A

Strategy 2: Administration

In 2022, the Conservancy completed required administrative and operational tasks including COVID-19 pandemic reports, drills, and audits. Based on the organizational assessment completed in 2021, the Conservancy focused on increasing enrollment in professional development and ensuring procedures and policies were accessible. The Conservancy updated and maintained processes, procedures, and policies. Staff provided input to RAPTR (highlighted above), created an Excel time accounting system and installed hybrid equipment in the conference room for Board Meetings. These initiatives were funded through general operations, Proposition 1, and Proposition 68 budget.

In 2023, the Conservancy will strive to become a more engaging and effective organization. Based upon the 2021 organizational assessment, the Conservancy will continue to enhance staff’s experience through increased team building; opportunities for professional development; and availability and usability of processes, procedures, policies, and manuals. The Conservancy will increase efficiency and efficacy through improved management, organization, and accessibility of electronic files. In addition, the Conservancy will continue to complete required administrative and operational tasks, reports, and drills.

These initiatives are funded through general operations, Proposition 1, and Proposition 68 budgets.

Table 14: 2023 Administrative Strategic Goals

2023 Goals	Timeline	Strategic Plan Objective(s)
Update processes, procedures, and policies, and create division manuals	Q4	5B
Update Conservancy’s website and ensure accessibility on the website and public facing documents	Q4	4A, 5A, 5B
Reorganize the Conservancy’s shared drive	Q4	5B
Submit administrative and operational reports, plans, and proposals (e.g., State Agency Recycle Campaign and State Agency Waste Management Annual Reports, Contracting Activity Report and Improvement Plans, Continuity Plan, State Leadership Accountability Act Biannual Implementation Plan, Federal Indirect Cost Rate Proposal, Workforce Plan, Succession Plan, budget building, Bond Accountability Reporting, and human resources.	As Required	5A, 5B
Participate in audits (e.g., Dept. of Finance audits of bond funded grant programs, State Personnel Board audit of human resources practices, General Services audit of purchasing and procurement)	As Required	5B
Increase enrollment in professional development trainings and initiate team-building activities	Ongoing	5B
Establish legislative tracking system	Q4	5B