



SACRAMENTO - SAN JOAQUIN

DELTA CONSERVANCY

A California State Agency

2024 Implementation Plan

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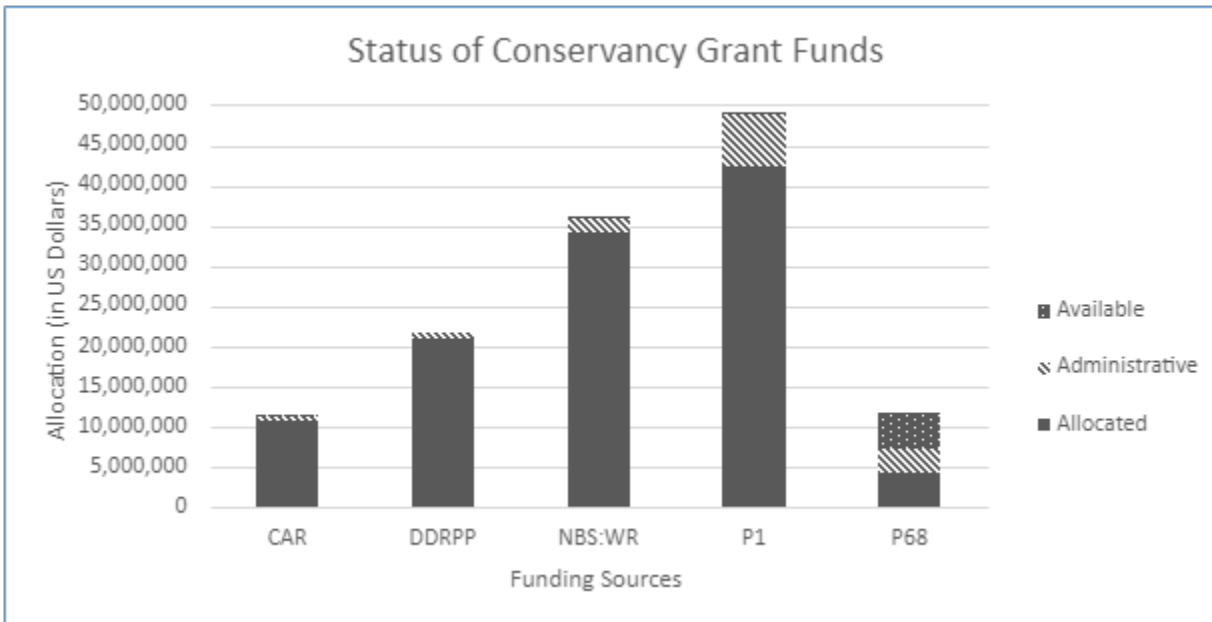
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2023 At A Glance



Initiation

- Awarded six projects totaling \$40.3 million in funding.
- Executed 73 new grant and contract agreements.

Management and Closeout

- Processed 452 invoices.
- Processed 23 amendments.
- Closed 63 agreements.

Equity

- Created a DEI action plan.
- Exceeded the 25% Small Business (SB) contracting goals
 - SB 32.53%

New Tools and Software

- Service Now (SNOW) absence reporting and open enrollment
- RAPTR database
- Monitoring procedure for closed grants.

Outreach

- Co-sponsored two Delta Waterway Cleanups
- Delta Invasive Species Symposium in November
- Delta Restoration Forums in the winter and fall
- Delta Week in September

INTRODUCTION

This Implementation Plan (Plan) articulates programs and associated tasks the Sacramento-San Joaquin Delta Conservancy (Conservancy) has established for 2024 to implement the goals, objectives, and metrics included in the Conservancy's 2022-2027 Strategic Plan. It also provides updates on the 2023 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 building climate and water resilience, strengthening tribal partnerships, protecting biodiversity, expanding nature-based solutions and outdoor access for all, and cutting the green tape.

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 (ERCA) 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, 30x30, 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). In 2022, the Conservancy received a second allocation of general funds that included \$6.1 million to support CAR projects and \$36 million for Nature Based Solutions: Wetland Restoration (NBS: WR) projects.

In 2022, many of the original Proposition 1 grants were completed, therefore staff created monitoring and close-out procedures to ensure that projects have the intended long-term impact. Additionally, the Conservancy served as early adopters of the California Natural Resource Agency's (CNRA) project tracking database termed RAPTR (Resources Agency Project Tracking and Reporting). Staff has been working with CNRA to provide timely feedback to effectively monitor, track, and report on project status across the agency.

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 recommended, and the Board awarded, \$34.2 million of Nature Based Solutions: Wetland Restoration (see Delta Carbon and Subsidence Management section) funding to support four ERCA projects. These awards allocated nearly all remaining program funds. In 2023, the Conservancy used monitoring and close-out procedures created in 2022 to close-out five additional Proposition 1 grants.

In 2023, staff entered all projects and corresponding documentation into the Resource Agency Project Tracking and Reporting (RAPTR) database. Staff simultaneously managed projects in both the Conservancy's existing project management system and in the new RAPTR database to successfully transfer projects into the agency-wide database.

In 2024, staff will identify and apply for alternative sources of funding to support existing and additional ERCA projects since nearly all ERCA funding has been allocated to projects.

In 2024, staff will continue to monitor and close-out existing ERCA projects. Staff will also update protocols and procedures to reflect adoption of RAPTR as the primary project tracking database for the Conservancy.

Table 1: 2023 Ecosystem Restoration and Climate Adaptation Program Accomplishments

2023 Accomplishments	Status	Details
The Conservancy will fully utilize RAPTR by the end of 2023	Completed	Staff are now working as beta testers on proposal submission process
The Conservancy will fully implement a monitoring procedure	Completed	Staff are working to integrate monitoring procedures with RATPR
Staff intends to recommend projects for the remaining \$7.125 million of CAR funds and \$36 million of NBS: WR funds	Completed	Two projects awarded CAR funds and four projects awarded NBS: WR

Table 2: 2024 Ecosystem Restoration and Climate Adaptation Program Goals

2024 Goals	Timeline	Strategic Plan Objective(s)
The Conservancy will identify and apply for alternative sources of funding to support ERCA projects	Ongoing	1A, 1B, 2B
The Conservancy will update protocols and procedures to complete RAPTR database transition	Q4	1A, 1B, 5B

Strategy 2: Delta Interagency Invasive Species Coordination Team (DIISC Team)

To support the Conservancy’s Guiding Principles to work collaboratively and use best available science, the Conservancy facilitates and co-leads a team of invasive species professionals working across sectors, including local, state, and federal government staff, NGO staff, academic researchers, and extension specialists. The DIISC Team exchanges information among members, helps coordinate among invasive species managers, and identifies research needs and funding sources to address those needs. The DIISC Team holds quarterly coordination meetings, maintains a table of research needs, and organizes a biennial Delta Invasive Species Symposium.

The DIISC Team held four quarterly meetings in 2023 that featured briefings on specific species, projects, and programs including a round robin of updates from all the groups in attendance. The DIISCT team also participated in Invasive Species Action Week, which occurred June 3 through June 11 (<https://wildlife.ca.gov/Conservation/Invasives/Action-Week>). This week included events around the State to bring awareness to invasive species.

The fifth, biennial Delta Invasive Species Symposium occurred on November 30, 2023 at the CNRA Headquarters in downtown Sacramento and included 72 in-person and 156 virtual attendees. Participants were affiliated with local, state, and federal governments, NGOs, local land management groups, consulting firms, academia, community groups, and Delta residents. A recording of the event is available on our DIISC webpage: <https://deltaconservancy.ca.gov/diisc-team-activities/>.

In 2024, the DIISC Team will continue to host quarterly meetings to exchange information, coordinate invasive species projects, and utilize the early detection and rapid response framework should new threats emerge. Staff will work with partners at the Delta Science Program and California State University (CSU) Long Beach to advance research on ribbon weed in the Delta.

Table 3: 2023 DIISC Team Accomplishments

2023 Accomplishments	Status	Details
Deliver a Delta Invasive Species Symposium that brings together academics, practitioners, and community members to better understand invasive species in the Delta	Completed	Successful Symposium with 228 attendees
Continue to identify high-priority research topics to better inform conservation work	Ongoing	Staff collaborated with Delta Science Program and CSU Long Beach to study ribbon weed (study duration 2023-2024)
Utilize the early detection and rapid response framework if new threats emerge	Ongoing	Staff collaborated with Delta Science Program and CSU Long Beach to study early detection and rapid response process (study duration 2023-2024)

Table 4: 2024 DIISC Team Goals

2024 Goals	Timeline	Strategic Plan Objective(s)
Hold four quarterly Team meetings to coordinate and exchange information	Ongoing	1A, 1B, 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
Continue to follow up on the symposium to build on valuable insights, contacts, and connections	Q1-Q2	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, the Governor’s California Biodiversity Initiative, and the amendment to Chapter 4 of the Delta Plan, the DPIIC recommended that the Delta Stewardship Council and the Conservancy create a DPIIC restoration sub-committee.

In 2023, the sub-committee hosted two Delta Restoration Forums, which brought together restoration practitioners, the Delta community, and agency leaders to learn about and discuss ecological restoration in the Delta. The first Forum took place on February 8, 2023 at the Conservancy office and was attended by 146 in-person and virtual individuals. The second Forum took place on November 2, 2023 at the Ryde Hotel in Walnut Grove and was attended by 68 in-person individuals. Information can be found at:

<https://deltacouncil.ca.gov/pdf/dpiic/meeting-materials/2022-08-29-dpiic-subcommittee-work-plan-draft.pdf>.

The forums (1) provided an overview of the amendments to Chapter 4 of the Delta Plan, (2) provided a chance for attendees to learn about specific proposed and planned projects and programs, (3) built cross-sector relationships, and (4) informed future Restoration Forum meetings. The sub-committee also convened two sub-committee meetings (March 29 and August 16, 2023) to prioritize the sub-committee workplan, receive briefings on CDFW’s Cutting the Green Tape Initiative and the State Water Resources Control Board Statewide Restoration General Order, hear an update on DWR’s restoration work, and discuss Delta restoration funding needs.

In 2024, the sub-committee will continue to implement its work plan. Tasks will include convening at least two sub-committee meetings and continuing to work toward all four work plan goals.

Table 5: 2023 DPIIC Restoration Sub-committee Accomplishments

2023 Accomplishments	Status	Details
Begin implementing the work plan	Completed	Progress was made toward all four workplan goals
Create and host the first Delta Restoration Forum	Completed	Two Forums were successfully organized

Table 6: 2024 DPIIC Restoration Sub-committee Goals

2024 Goals	Timeline	Strategic Plan Objective(s)
Provide forums for meaningful community participation in Delta restoration efforts	Ongoing	3B, 4A, 4B
Increase interagency collaboration to streamline restoration implementation	Ongoing	1A, 1B, 4B
Identify opportunities in restoration planning and long-term management efforts	Ongoing	1A, 1B, 2A, 4B
Increase transparency and coordination around existing, new, and needed restoration funding	Ongoing	1A, 1B, 4B

Strategy 4: Delta Carbon and Subsidence Management

Delta subsidence is a critical issue and threatens central Delta communities, agriculture, and the freshwater pathway. In addition, subsidence produces more than two 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 to address subsidence; and create messages and strategies to secure additional funding.

In 2023, the Conservancy received four proposals in response to the NBS: WR Solicitation Notice for the \$36 million of general funds to support carbon and subsidence management work. The four proposed projects were awarded funding in 2023 and include 11,000 acres of rice and wetlands that will halt subsidence, reduce greenhouse gas emissions, create fish and wildlife habitat, and provide community enhancement. There was additional interest for this funding, but applications were not submitted after it was expended.

In 2024, the Conservancy will seek additional funds for carbon and subsidence management related projects. The Conservancy will also stay closely engaged with the four awarded projects, execute grant agreements, and provide technical assistance as needed.

Table 7: 2023 Delta Carbon and Subsidence Management Program Accomplishments

2023 Accomplishments	Status	Details
Identify and develop projects that will result in a significant reduction of subsidence and resulting carbon emissions	Completed	The Conservancy awarded funding to four separate projects totaling 11,000 acres of rice cultivation and wetland conversion

Table 8: 2024 Delta Carbon and Subsidence Management Program Goals

2024 Goals	Timeline	Strategic Plan Objective(s)
Identify and apply for alternative sources of funding to support projects that will result in a significant reduction of subsidence and resulting carbon emissions	Ongoing	1A, 1B, 2A, 2B, 3A

Strategy 5: 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. In 2023, the Conservancy was also approached to hold land and is in initial talks. 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 2024 Conservancy priority to prepare to acquire and hold land and/or easements if the need arises, including policies and procedures for both acquisition and management.

Table 9: 2023 Land Ownership, Easements, and Management Program Accomplishments

2023 Accomplishments	Status	Details
Be prepared to engage in further exploration of easement requirements if the need arises	In Process	Conservancy explored policies, credentialing systems and economic models for holding land and conservation easements

Table 10: 2024 Land Ownership, Easements, and Management Program Goals

2024 Goals	Timeline	Strategic Plan Objective(s)
Have relevant Conservancy policies for acquiring and managing land and easements	Q1-Q3	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 (DWR), the Office of the Delta Watermaster, and the Conservancy recognized the shared need to build water resilience in the Delta. In 2022, they created the 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 implement practices that were expected to reduce crop consumptive water use and improve water quality and ecological conditions in Delta waterways. In the 2022 water year, the first year of the program, staff executed 33 grants enrolling more than 8,800 acres. Given the continuation of the drought into 2022, DWR extended the DDRPP to water year 2023. The program partnered with The Nature Conservancy for the 2023 water year to include incentives for practices that also benefit migratory birds. An additional 61 grants were executed in 2023, enrolling more than 16,000 acres in water conservation practices and over 5,000 acres in bird benefits practices.

In 2023, through a \$1.6 million interagency agreement with the University of California (UC) at Davis, six DDRPP sites were selected to host micrometeorological stations to take site level measurements and estimate

field water budgets. Staff worked to amend six agreements so farmers could continue their water conservation practices for three additional water years and be monitored by the equipment. The extension of the grant term and continuation of the water conservation practices on these six sites will enable the UC Davis research team to gather a more robust dataset and to evaluate the impact of the DDRPP and the tools used to estimate consumptive water use (OpenET) in the Delta. Staff will continue to manage the grants until closed at the end of 2026.

In 2023, the Conservancy and program partners published a report that describes the initiation, solicitation, selection, and analysis of incentivized water conservation actions taken by Delta agricultural water users during the first round of the Delta Drought Response Pilot Program.

In 2024, the Conservancy and program partners will publish a second report that analyzes and describes the second year of the pilot program. Staff will also host a forum for program partners, local researchers, Delta growers, and community members to communicate the results and analysis of the 2024 DDRPP final report.

Table 11: 2023 Delta Drought Response Pilot Program Accomplishments

2023 Accomplishments	Status	Details
Use water efficiency knowledge gained from 2022 and 2023 DDRPP projects to inform 2024 selections should the program be continued	In Progress	Recommendations applicable to future program selections will be included in the forthcoming final report
Work with partners to evaluate the efficacy of practices and produce a final report that will share results	In Progress	Conservancy worked collaboratively with partners to collect additional data from growers and further refine the methodology used to evaluate efficacy

Table 12: 2024 Delta Drought Response Pilot Program Goals

2024 Goals	Timeline	Strategic Plan Objective(s)
Use water efficiency knowledge gained from 2022 and 2023 DDRPP projects to inform future selections should the program be continued	Q2	1A, 1B, 2A, 3A, 4B
Work with partners to evaluate the efficacy of practices and produce a final report that will share results	Q2	1A, 1B, 2A, 3A, 4B
Host a forum for program partners, local researchers, Delta growers, and community members to communicate results and analysis of the 2024 DDRPP final report	Q1	1A, 1B, 2A, 3A, 4A, 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 (CLSI) are implementing a farm certification program to incentivize best management practices (BMPs) on working lands. The Delta FFF Program 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 (Prop 1-1505).

Previously, the Delta FFF Program began training and certifying people to conduct FFF certifications, conducting outreach, holding workshops, and finding project sites. In 2022, the first 10,000 acres were enrolled in the program and two WQIPs were recommended for funding. In 2023, a water recirculation pump was installed on Staten Island and the second WQIP was initiated. Certification began in mid-December 2023.

This initiative is funded fully through a \$399,400 State Water Resources Control Board grant. The grant will close in March of 2024.

Table 13: 2023 Delta Fish Friendly Farming Program Accomplishments

2023 Accomplishments	Status	Details
Certify acres committed to within the grant agreement	Ongoing	Certification of the Staten Island site began in mid-December
Create best management practice plans for farms	Ongoing	All farm plans have been drafted and all are in the process of being finalized

Table 14: 2024 Delta Fish Friendly Farming Program Goals

2024 Goals	Timeline	Strategic Plan Objective(s)
Certify acres committed to within the grant agreement	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 (CEP) 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 CEP 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 by \$5.25 and \$6.1 million in 2021 and 2022, respectively, from the General Fund for Climate Resilience, Public Access, and Natural Resource Protection (CAR).

In 2023, the Board awarded \$6.1 million of CAR funding to support two CEP projects allocating nearly all remaining CAR funding. To date, the Conservancy has awarded 12 Community Enhancement grants totaling \$14.6 million. Proposition 68 requires that 20 percent of the allocation go to projects that support Severely Disadvantaged Communities (SDACs). As of January 2024, 91 percent of the Conservancy’s Proposition 68 funded grants support SDACs.

In 2024, staff will update closeout protocols and procedures to incorporate RAPTR in anticipation of closing grant agreements.

In 2024, staff will identify and apply for alternative sources of funding to support CEP projects. In 2024, staff anticipate closing some of the first CEP projects.

Table 15: 2023 Community Enhancement Grant Program Accomplishments

2023 Accomplishments	Status	Details
Proactively identify and recommend projects that enhance the Delta community, especially disadvantaged communities	Ongoing	All recommended projects and amendments served disadvantaged communities
Staff intends to recommend projects for the remaining \$7.125 million of CAR funds	Completed	Two projects and one amendment were awarded CAR funds
The Conservancy will fully utilize RAPTR by the end of 2023	Completed	Staff are now working as beta testers on proposal submission process

Table 16: 2024 Community Enhancement Grant Program Goals

2024 Goals	Timeline	Strategic Plan Objective(s)
The Conservancy will identify and apply for alternative sources of funding to support CEP projects	Ongoing	3A, 3B, 3C, 4B
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 \$4.4 million Proposition 68 funds	Ongoing	3A, 3B, 3C, 4B
The Conservancy will update protocols and procedures to complete RAPTR database transition	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 10 (San Joaquin), and one in District four (Contra Costa). Three signs have been installed to date.

In 2024, 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 17: 2023 Delta Marketing Plan Accomplishments

2023 Accomplishments	Status	Details
Install 11 signs per the Delta Sign Plan	Ongoing	Three signs have been installed
Continue to raise awareness of Delta tourism and recreational opportunities	Ongoing	Visit CA Delta maps distributed throughout the year

Table 18: 2024 Delta Marketing Plan Goals

2024 Goals	Timeline	Strategic Plan Objective(s)
Install 11 signs per the Delta Sign Plan	Ongoing	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 collateral about projects, social media posts (Facebook, Instagram, Twitter, and LinkedIn), fact sheets, and promotion of campaigns such as Sacramento-San Joaquin Delta Week and waterway cleanups. In 2024, the Conservancy will continue to enhance its website; expand social media efforts; 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 2023 included a coordinated press release with Sen. Dodd’s office, staff participation in the Capitol Mall farmers’ market, a social media toolkit, and website posts. In 2024, the Conservancy will look for opportunities to expand Delta Week with external entities, features in online and print publications, and possible media opportunities. These initiatives are funded through general operations budget.

Table 19: 2023 Delta Week Accomplishments

2023 Accomplishments	Status	Details
Expand on Delta Week efforts with a community event that involves other Delta agencies	Ongoing	Facilitated Delta Week activities and created collateral in coordination with the Delta Stewardship Council and Delta Protection Commission
Create a vision for Delta Week	Completed	Designed a social toolkit and other collateral to highlight the importance of the Delta

Table 20: 2024 Delta Week Goals

2024 Goals	Timeline	Strategic Plan Objective(s)
Expand on Delta Week efforts with external entities	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 co-sponsors annual cleanup events to educate and promote awareness of the importance of protecting and improving water quality in the Delta. Events were halted during the pandemic and resumed in 2023 with cleanups at Brannan Island State Recreation Area and Sherman Island that were organized as part of Coastal Cleanup Day. More than 50 volunteers participated in the two Delta cleanups and helped clean up an estimated 3.5 miles of Delta waterways.

In 2024, the Conservancy plans to help organize additional Delta-area cleanups in the fall and will coordinate with local entities to determine ideal locations. These initiatives are funded through general operations budget.

Table 21: 2023 Waterway Cleanup Accomplishments

2023 Accomplishments	Timeline	Details
Organize a Delta cleanup that involves local community groups	Completed	Implemented two cleanups with more than 50 volunteer participants

Table 22: 2024 Waterway Cleanup Goals

2024 Goals	Timeline	Strategic Plan Objective(s)
Organize Delta cleanups that involve 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, staff started internal working groups to advance 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.

In 2022, 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 a 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. Since then, the Conservancy has been implementing the action plan by assessing grant procedures, considering hiring practices, and making outreach more accessible.

In 2024, the Conservancy will continue to implement the action plan, develop the DAC committee, participate in CNRA committees, and be part of the tribal coordination team. It will also engage internal DEI workgroups to implement the action plan and identify additional or emerging equity priorities.

These initiatives are funded through general operations budget.

Table 23: 2023 Diversity, Equity, and Inclusion Accomplishments

2023 Accomplishments	Status	Details
Update DAC bylaws (if needed), set annual goals, and meet quarterly	Completed	Goals Updated
Conduct DEI working group meetings to implement the DEI Action Plan	Ongoing	Completed an evaluation of policies, procedures, and outreach in existing workgroups
Continue to engage with agencies and partners for shared learning, best practices, and opportunities to advance equity	Ongoing	Continue to engage with CNRA, Delta agencies, and the EEO DEI community

Table 24: 2024 Diversity, Equity, and Inclusion Goals

2024 Goals	Timeline	Strategic Plan Objective(s)
Update DAC bylaws (if needed), set annual goals, and meet quarterly	Quarterly	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	Ongoing	3B, 4A, 4B, 5A

Strategy 2: Administration

In 2023, the Conservancy completed required administrative and operational tasks in accounting, budgeting, contracts, human resources, communications, and general support. Based on the 2021 organizational assessment, the Conservancy continued to enhance staff’s experience through increased team building; opportunities for professional development; and availability and usability of processes, procedures, policies, and manuals. Process utilization was especially helpful as two of the eight administrative positions were onboarded shortly before an extended leave of the senior manager. Staff transitioned to web-based time reporting and benefit enrollment systems and utilized hybrid equipment at two off-site board meetings. The Conservancy increased efficiency and efficacy through improved management, organization, and accessibility of electronic files. These initiatives are funded through general operations, Proposition 1, and Proposition 68 budgets. Also In 2023, the Conservancy started a legislative outreach plan that included visits to multiple federal and state Delta legislators to educate them on Delta needs and Conservancy programs.

In 2024, the Conservancy will continue to complete required administrative and operational work in collaboration with all staff. The administrative team will be fully staffed with an opportunity for growth through cross training and professional development and creating efficiencies to spread the workload. Staff will craft individual development plans to focus goals on areas of interest and work toward specific

improvement. The migration to a web-based shared drive will continue after implementing a records retention plan and reorganizing the shared folders. The Conservancy will continue to build relationships with legislators to educate them about Delta needs and Conservancy programs. These initiatives are funded through general operations, Proposition 1, and Proposition 68 budgets.

Table 25: 2023 Administration Accomplishments

2023 Accomplishments	Status	Details
Update processes, procedures, and policies, and create division manuals	Partially Complete	With the onboarding of four staff this year, we updated many procedures. Policy/division manual ongoing.
Ensure that the Delta Conservancy’s website and public facing documents are accessible	Complete	All public-facing documents are accessible
Reorganize the Conservancy’s shared drive	In Process	Delayed due to Manager leave and scheduled for 2024
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	Staff submitted all required reports, proposals, drills, etc.
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	Dept of Finance Prop 1 Corrective action plan completed and accepted. Staff continue to submit all required audits.
Increase enrollment in professional development trainings and initiate team-building activities	Ongoing	Staff of 19 attended 50 professional training courses. As a group, we took courses in Effective Customer Interactions and CPR. We had a variety of fun coordinated lunch activities for in-person workdays.

2023 Accomplishments	Status	Details
Participate in CNRA and other legislative groups to track legislation affecting the Conservancy and the Delta	Ongoing	Worked with CNRA legislative team to track legislation, conducted outreach to Delta legislators and other decision makers in the Delta.

Table 26: 2024 Administration Goals

2024 Goals	Timeline	Strategic Plan Objective(s)
Continue to update processes, procedures, and policies, and create division manuals	Q4	5B
Complete the Reorganization of the Conservancy's shared drive	Q3	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
Continue enrollment in professional development trainings and team-building activities	Ongoing	5B
Establish procedures for annual Individual Development Plans for staff	Q4	5A
Surplus goods and equipment from office	Q1	5B
Create a legislative outreach plan	Q4	5B
Participate in CNRA and other legislative groups to track legislation affecting the Conservancy and the Delta	Ongoing	5B