



RESOURCE F

Science governance and the collaborative Delta science-scape

Introduction

A key challenge for environmental management is the number and diversity of the actors involved, each with their own perceptions, interests, and resources (Fliervoet et al., 2016). To address this challenge, many collaborative venues and networks have been created. Network analyses can help us understand these different collaborative venues by providing insight into the position and role of different actors (organizations and venues) in the network and help to identify central, coordinating, and bridging entities (Fliervoet et al., 2016).

This resource provides an updated network analysis of the leading collaborative science venues in the Sacramento-San Joaquin Delta and Suisun Marsh (collectively referred to herein as Delta; California Water Code § 85058), the San Francisco Bay-Delta (Bay-Delta) system, and the broader San Francisco Estuary since this analysis was first shared in the 2019 Delta Science Plan. The analysis focuses on the existing structure of the collaborative Delta science-scape, as of late 2025, and serves as a starting point for visualizing and understanding the inherent complexity in a large social-ecological system. Reanalyzing the network enables an exploration of how the Delta's science landscape has changed

over the past seven years, which can help us identify new or long-standing gaps in the collaborative science landscape. This can also help us implement the Delta Science Plan, and other frameworks like it, by highlighting and working with venues where interdisciplinary knowledge is most valuable. The goal for these analyses is to serve as a tool to improve collaborative science governance in the Delta.

Future analyses of this updated network could include identifying changes in the engagement of different types of organizations, changes in venues and their scopes, and strategies for effectively governing future collaborative science in the Delta amidst a rapidly changing world.

Collaborative science governance

In a complex social-ecological system like the Delta, governance is not about one individual or organization making a decision, but rather multiple individuals within organizations and systems of linked organizations making decisions to advance the collective good. **Collaborative governance** refers to the processes and structures of public policy decision-making and management that engage people constructively across the boundaries of public agencies, levels of government, and/or the public, private, and civic spheres to carry out a public purpose that could not otherwise be accomplished (Emerson et al., 2012).

Collaborative science governance is a form of governance that strives to collectively prioritize research questions, determine how science is conducted, and review and distribute the results. Collaborative science governance encompasses a range of science activities, including the direction of funding to research programs aimed at achieving high-priority science goals, the establishment and communication of best practices for carrying out research, and the review and dissemination of science results to decision-makers and other users. The network analysis described here focuses on

visualizing and understanding the existing structure of the organizations and venues in the collaborative Delta science-scape.

Science-scape network diagrams and a summary of relationships

The network diagrams (Figures F-1 and F-2) were created by identifying 12 core collaborative science venues in the Delta (see Table F-1) and compiling a list of all organizations that participate in each venue. This data was analyzed in **R**¹ using the **sna**² and **network**³ packages to create a network where each organization formed a node and the connections between the venues and their participants formed the edges between nodes. Networks were visualized using the R package **ggraph**⁴. These visualizations show patterns of participation, but they do not reflect the nature or strength of interactions between organizations (e.g., who informs whom or who leads).

Figure F-1 presents the Full Network, which includes all 12 core venues and every organization that participates in at least one of these venues. This diagram provides a “big picture” view of the collaborative landscape, showing the full range of 186 participating organizations.

Figure F-2 shows the collaborative science Core Network, which includes only organizations that participate in more than one venue. Removing organizations that appear in only a single venue creates a more focused view of the 44 organizations most deeply connected across the collaborative Delta science-scape.

1. <https://www.r-project.org/>

2. <https://cran.r-project.org/web/packages/sna/sna.pdf>

3. <https://cran.r-project.org/web/packages/network/vignettes/networkVignette.pdf>

4. <https://cran.r-project.org/web/packages/ggraph/ggraph.pdf>

Table F-1 | The 12 collaborative science and policy venues in the Core Network. This is not an exhaustive list of all collaborative Delta science activities.

ACRONYM	FULL NAME	ROLE/PURPOSE	PRIMARY PARTICIPANTS
CAWQMC	California Water Quality Monitoring Council	Develop specific recommendations to improve the coordination and cost-effectiveness of water quality and ecosystem monitoring and assessment, enhance the integration of monitoring data across departments and agencies, and increase public accessibility to monitoring data and assessment information.	Federal and state entities; citizen monitoring groups; the public; and scientific, agricultural, regulated water, and water supply communities
COEQWAL	Collaboratory for Equity in Water Allocations	Build an open, collaborative modeling and engagement space to explore Delta water futures; compare scenario outcomes with fixed, equity-oriented thresholds; synthesize and communicate results to inform adaptive management and fair decision-making across agencies, tribes, communities, and water managers.	Multiple University of California campuses and California State University, Sacramento, working in partnership with state and federal government agencies, Native American tribes, community groups, water districts, and NGOs
CoP	Bay-Delta Social Science Community of Practice	Bring together social science scholars, practitioners, and allies who are committed to advancing applicable and relevant research on the human dimensions of the Bay-Delta. Facilitate collaborative social science research and interdisciplinary investigation, provide opportunities for the social sciences to inform management and policy, and advance our understanding of the estuary as a complex social-ecological system.	The CoP is coordinated by the Delta Stewardship Council's Social Science Integration Team and California Sea Grant Social Science Extension Specialist for the Delta, and is open to social science scholars, practitioners, and allies across the San Francisco Bay and Sacramento-San Joaquin Delta system
CWEMF	California Water and Environmental Modeling Forum	Increase the usefulness of models for analyzing California's water-related problems, facilitate the exchange of information, resolve technical disagreements, and ensure that technical work considers the interests of the parties and management needs. Also, a non-partisan clearing house for models and peer review.	Federal and state entities, other entities with interests in water, universities, environmental organizations, private consultants, and the public (over 100 individual member entities)
DIISC	Delta Interagency Invasive Species Coordination Team	Foster communication and collaboration among California state agencies, federal agencies, research and conservation groups, and other interested parties that detect, prevent, and manage invasive species and restore invaded habitats in the Sacramento-San Joaquin Delta.	California state agencies, federal agencies, research and conservation groups, and other interested parties

ACRONYM	FULL NAME	ROLE/PURPOSE	PRIMARY PARTICIPANTS
DPIIC	Delta Plan Interagency Implementation Committee	DPIIC strives to facilitate Delta Plan implementation through collaboration in support of shared national, statewide, and local goals for the Delta.	18 federal and state entities are involved in the Delta Plan implementation
Delta RMP	Delta Regional Monitoring Program	Better inform decisions on protecting and restoring beneficial uses of water by producing objective and cost-effective scientific information critical to understanding regional water quality conditions and trends in the Delta.	Federal and state agencies, cities in and around the Delta, special water districts and other relevant districts, and water quality coalitions
IAMIT	Interagency Adaptive Management Integration Team	Work in support of integrated adaptive management for ecosystem restoration and water management in the Yolo Bypass, Delta, and Suisun Marsh.	Federal, state, and local entities, and interested parties involved in planning, funding, implementing, or that have regulatory oversight of Delta habitat restoration projects
IEP	Interagency Ecological Program	Provide and integrate relevant and timely ecological information for management of the San Francisco Bay-Delta ecosystem and the water that flows through it. This task is accomplished through collaborative and scientifically sound monitoring, research, modeling, and data synthesis.	Nine federal and state entities
ITAG	Interagency Telemetry Advisory Group	To achieve a reliable coordinated acoustic telemetry program that leads to improved monitoring of several aquatic species of the California Central Valley (e.g., Chinook salmon, Steelhead, Sturgeon).	Eight federal and state agencies, two University of California campuses, and East Bay Municipal Utility District
SIT	Central Valley Project Improvement Act (CVPIA) Science Integration Team	A collaborative technical team composed of interested parties and scientists who use the structured decision-making process to support adaptive resource management for CVPIA Fish Resource Area activities.	A self-selected technical group of federal & state agency staff, academic researchers, and interested parties
WRMP	San Francisco Estuary Wetlands Regional Monitoring Program	Delivers coordinated regional monitoring of the San Francisco Estuary's wetlands to inform science-based decision-making for wetland restoration and adaptive management and increase the cost-effectiveness of permit-driven monitoring associated with wetland restoration projects.	Federal and state agencies, community and conservation organizations, and interested parties in the San Francisco Estuary restoration community

Table F-2 | Changes in the core 12 collaborative science venues included in this updated Core Network analysis.

REMOVED VENUES	NEWLY ADDED VENUES
Interagency Implementation and Coordination Group (IICG)	Collaboratory for Equity in Water Allocations (COEQWAL)
Integrated Modeling Steering Committee (IMSC)	Bay-Delta Social Science Community of Practice (CoP)
Nutrient Stakeholder and Technical Advisory Group (Nutrient STAG)	CVPIA Science Integration Team (SIT)
Collaborative Science and Adaptive Management Program/Collaborative Adaptive Management Team (CSAMP/CAMT)	San Francisco Estuary Wetlands Regional Monitoring Program (WRMP)
Water Operations Management Team (WOMT)	Interagency Telemetry Advisory Group (ITAG)

Although many venues share similar participants, each venue serves a different purpose and brings in different types of organizations. Seeing which organizations appear across multiple venues helps illustrate how information might move within the system and shows which venues tend to convene more interconnected actors versus those that serve as unique entry points for broader community involvement.

One measure to understand influence in a network is through degree centrality, which simply counts how many connections each node has. An organization with more connections appears closer to the center of the diagram, and venues whose participants are highly connected also appear more central. At the center of the collaborative network are the organizations

involved in the greatest number of venues (mostly state and federal agencies) and the venues whose membership is primarily comprised of those central nodes. However, an organization’s or venue’s central position should not be interpreted as its “importance.” Venues that appear more peripheral play crucial roles by connecting community groups, tribal organizations, local governments, and others who may not otherwise be represented in the more central parts of the network.

Table F-3 provides the number of organizations participating in the Full Network and the Core Network, and lists the average number of venues each organization is involved in. Federal agencies tend to be the most interconnected: across the Full Network, each of the nine federal agencies participates in an average of 4.8 venues, and the six federal agencies in the Core Network participate in an average of 6.7 venues. State agencies follow, with 20 state agencies in the Full Network participating in 2.8 venues on average, and nine state agencies in the Core Network participating in 4.9 venues on average. These averages help illustrate which types of organizations are most connected across the Delta science landscape and may help identify venues that serve as important bridges for information flow.

Table F-4 summarizes how many organizations participate in each venue for both the Full and Core Networks. Some venues have relatively few participants, all of whom also appear in the Core Network, meaning they primarily bring together already well-connected organizations. Others have large memberships but include many organizations that appear only once in the Full Network. These venues may offer unique and important opportunities for organizations with fewer touchpoints in the Delta science-scape to engage and participate.

Selecting collaborative science venues

This resource maps out the network of connections between 12 collaborative Delta science venues; however, it is important to state that more than 12 venues conduct collaborative science in and around the Delta, and this network does not represent the complete picture. These venues were selected based on the following criteria to be **main, active, collaborative science** venues in the **Delta**.

Main: The Delta is a highly networked socio-ecological system with many venues that actively engage in collaborative science. The 12 venues represented in this analysis had the highest number of captured connections and are therefore considered to be main collaborative venues.

Active: Each venue included in this analysis was actively meeting as of the publication of the draft 2026 Delta Science Plan in Fall 2025. Some venues included in the previous 2019 analysis are no longer active (i.e., CSAMP/CAMT), while others have emerged or become more active in the Delta since the last analysis. Table F-2 shows these changes in venue representation.

Collaborative: Venues needed to include multiple, varied parties. For example, a research project localized to a single agency or research institution would not qualify.

Science: The primary function of each venue needed to be conducting, utilizing, or supporting science, although the type or scope of science activities could, and did, vary. Venues with other primary functions, such as management or community engagement, serve critical roles in this system, but were not prioritized in this analysis.

Delta: The Delta needed to be a primary focus of work for each collaborative science venue. Venues with a significant emphasis on the Delta were prioritized over those in which the Delta was only a small part of their scope, or where only a portion of the Delta was included.

By using these keywords to guide venue selection, the analysis focused on 12 main, active, collaborative science venues in the Delta, which are detailed in Table F-1.

Identifying venue participants

The Delta science-scape network is composed of two types of entities (or nodes):

1. **Organizations:** The set of organizations participating in collaborative Delta science venues includes actors from multiple levels of government (federal, state, local), special water districts, tribes, universities, private consultants, NGOs/community groups, consortiums, etc.
2. **Venues:** Collaborative science venues are where multiple organizations engage in science governance. They can coordinate activities, develop research goals, select the means to meet those goals, and/or synthesize, review, and communicate the results.

Due to each collaborative science venue having a different governance structure, the process of identifying its regular participants varied slightly from venue to venue. In general, participating organizations were listed on each venue's website, but not in every case. In addition, some venues have a primary group of member organizations that participate consistently, while others are open to interested parties rotating in and out of attendance. Finally, some venues have multiple workgroups guided by a central Steering Committee, while others do not have any separate workgroups. An additional complexity is that the Interagency Ecological Program (IEP) serves as both a venue and an entity participating in other venues; therefore, it is counted in this analysis as both a venue and a participating organization. To accommodate these varied structures, numerous resources were used to identify regular participants in each venue, including:

- Member/participant lists on venue websites
- Meeting notes, publications, or other publicly available documents from venues
- Conversations with venue coordinators, directors, or other key points of contact

For the most part, all participants who were identified were included in the network analysis. However, for venues with multiple work groups, teams, or subcommittees guided by a central Steering Committee, the members of the Steering Committee were utilized as the central participants of those venues. Additionally, if organizations had participated in a venue in the past but had not regularly participated in the last two years, they were not included in this analysis.

The goal in all cases was to prioritize the most central and consistent participants of these venues, aligning with the priority established in the previous section to highlight the most central venues overall. Although every effort was made to accurately represent the central venues and participants in this network, this is a dynamic system, and not all elements may be captured at the time of analysis.

Collaborative science participants

Participants were sorted into ten categories, which are bolded below, color-coded in the network diagrams, and further explored in Tables F-3 and F-4. Throughout this Resource, references are made to the “Full Network” and the “Core Network.” The Full Network comprises the whole list of participants involved in at least one venue, while the Core Network is comprised of only participants engaged in more than one venue. We recognize that this stipulation for the Core Network may miss those participants who are deeply involved in only one single venue, and future analyses may want to consider those participants explicitly.

The primary actors in the Delta science network are federal and state agencies with responsibilities towards water supply, water quality, wildlife

management, and habitat restoration. One or more **federal agencies** are present in every venue, with a total of ten federal agencies in the Full Network and six in the Core Network. The six federal agencies in the Core Network are the National Marine Fisheries Service (NOAA Fisheries), the U.S. Army Corps of Engineers, the U.S. Bureau of Reclamation, the U.S. Environmental Protection Agency, the U.S. Fish and Wildlife Service, and the U.S. Geological Survey. One or more California **state agencies** are present in every venue, with a total of 20 state agencies involved, including nine in the Core Network. The nine California state agencies in the Core Network are the Department of Fish and Wildlife, Department of Food and Agriculture, Department of Parks and Recreation/State Parks, Department of Water Resources, Delta Protection Commission, Delta Stewardship Council, Sacramento-San Joaquin Delta Conservancy, San Francisco Bay Conservation and Development Commission, and the State Water Resources Control Board.

Many city and county government actors participate in the network and are categorized as **general local agencies**. In some cases, a county may have representatives from different parts of its government in separate venues, such as the County of Solano participating in one venue and the Solano County Agricultural Commissioner’s Office participating in another. Where possible, these differing parts of one county’s government were counted as the county – in this case, Solano County – and the county was represented in the Core Network as a participant in multiple venues.



One exception to this process is **special water districts**, which are categorized separately from other local agencies to reflect their specialized functions. They perform at least one of four specific duties: water delivery, waste disposal/sanitation, flood management, and water conservation. These districts may participate in the network individually or be represented by larger member associations, such as the Metropolitan Water District of Southern California (Metropolitan) or the State Water Contractors (SWC).

Eleven **tribal entities** participate in the full network, a significant increase from the two tribal entities included in the previous analysis (the Hoopa Valley and Yurok Tribes). However, since each of these tribal entities is included in only one venue, none are included in the Core Network diagram.

A wide variety of other actors participate in the collaborative science venues. **Non-governmental organizations (NGOs) and community groups** represent people such as fishermen, agricultural communities, and local community members, and issues including, but not limited to, habitat restoration and wildlife conservation. Academic institutions and research-oriented organizations are categorized under the **research category**. Numerous **consultants** are involved in various venues, and the organizations listed as **consortia** are collaborations between different types of agencies & organizations, such as the San Francisco Estuary Partnership (SFEP). Finally, one **private company**, Wonderful Orchards, is included. A complete list of entities included in the analysis can be found in Table F-5: Glossary of acronyms.

Future network analyses with the Delta Science Tracker

Since the production of the last network analysis, a new tool has been published that enables interactive exploration of collaborative science in the Delta: the **Delta Science Tracker**⁵. This tool can

create network diagrams similar to the diagrams included in this Resource, and the data can be downloaded for further analysis. The Delta Science Tracker provides a window into current, past, and future research projects in the Delta, as well as the collaborations that make some of these highly interdisciplinary projects possible. These readily available network analyses can help us identify pathways to success and give us real-time pulse-checks on connectivity across the Delta science-scape. Researchers working in and around the Delta are invited to contribute to the Delta Science Tracker to ensure that the Science Tracker is up-to-date and complete. To contribute, email ScienceTracker@deltacouncil.ca.gov.

Conclusions

This resource aims to provide a valuable tool for understanding both the current state of the Delta's collaborative science landscape and its evolution since the 2019 Delta Science Plan. Future investigations could use these updated analyses to explore how the different collaborative venues function in the broader Delta science ecosystem. By addressing questions about science governance in the Delta, such as how the scopes and responsibilities of the venues in the system have changed, or how engagement of different communities has increased or decreased can help us pinpoint where funding or research attention could be directed to ensure that science governance is being addressed as effectively as possible. This information could also help identify where intentional linkages among the collaborative venues could be used to reduce fragmentation, avoid duplication, and strengthen trust and usability. This type of research is increasingly important in the complicated and evolving social-ecological system of the Delta.

5. <https://sciencetracker.deltacouncil.ca.gov/>

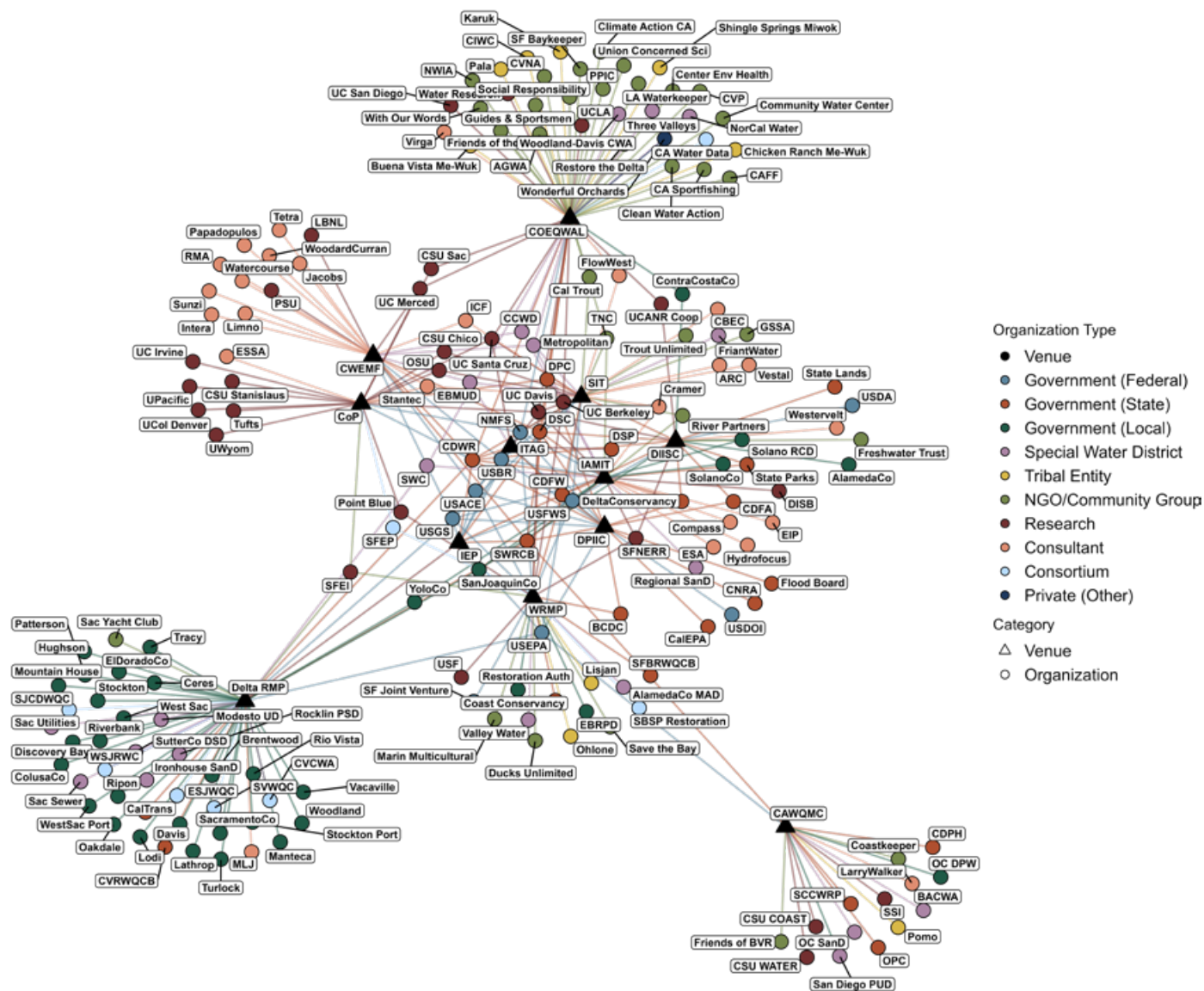


Figure F-1 | The Delta science governance Full Network. This network diagram illustrates the 12 core Delta science collaborative venues (triangles) and all of the organizations (circles) that participate in at least one of the selected venues. The more central an organization or venue is, the more connections they have. See Table F-5: Glossary of acronyms for full names of venues and organizations.

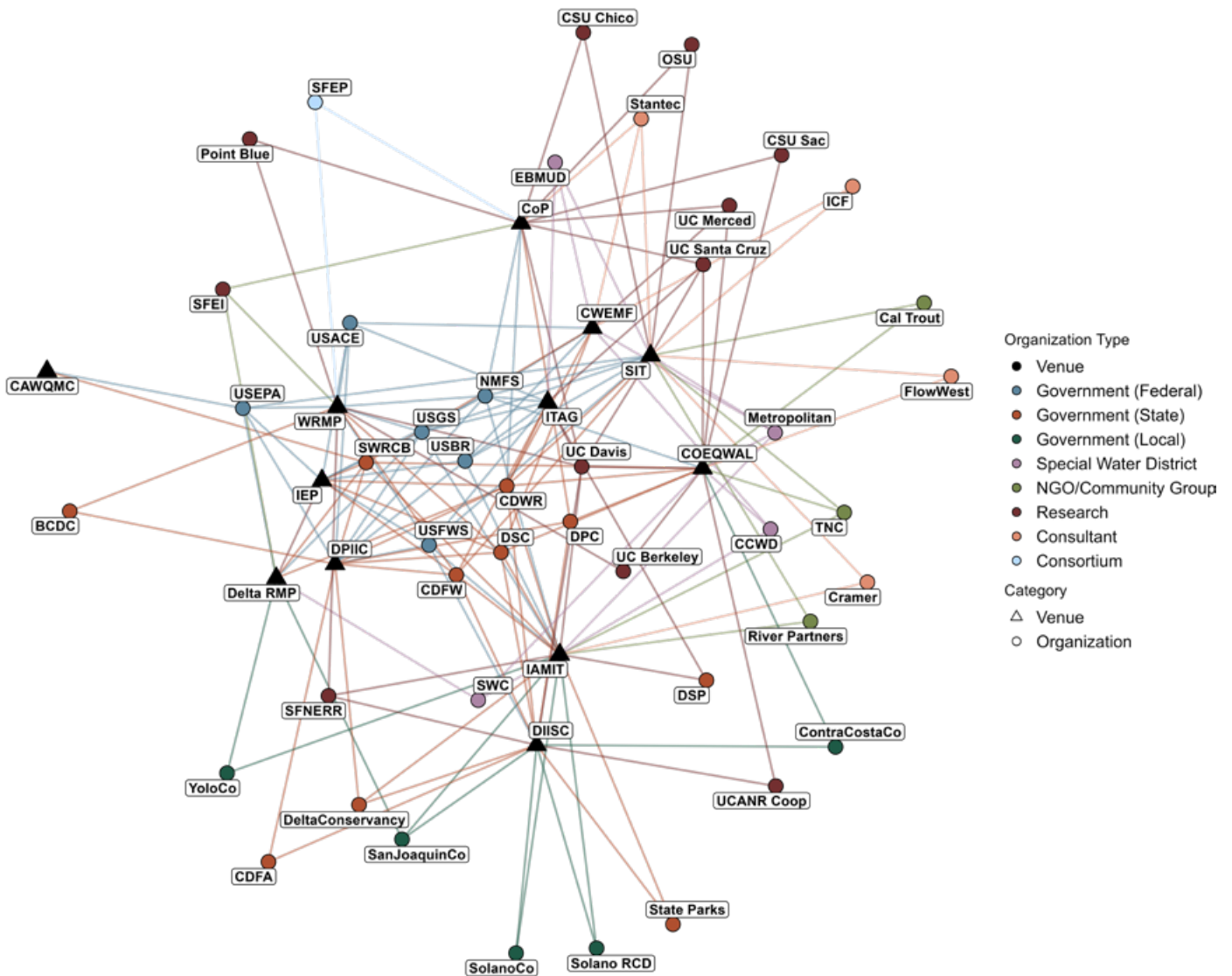


Figure F-2 | The Delta science governance Core Network. This network diagram illustrates each of the 12 core collaborative science venues and the organizations that participate in more than one of the selected venues. The more central an organization or venue is, the more connections they have. See Table F-5: Glossary of acronyms for full names of venues and organizations.

Table F-3 | Participation by organization type. The first column indicates the number of entities in each category that participate in either the Full Network or the Core Network. The second column displays the mean number of venues in which each type of participant is involved.

PARTICIPANT TYPE	NUMBER OF PARTICIPANTS	MEAN NUMBER OF VENUES
Full Network		
Government (Federal)	9	4.8
Government (State)	20	2.8
Government (General Local)	34	1.2
Special Water District	20	1.5
Tribal Entity	9	1.0
NGO/Community Group	31	1.1
Research	29	1.8
Consultant	25	1.2
Consortium	8	1.1
Private (Other)	1	1.0
Core Network		
Government (Federal)	6	6.7
Government (State)	9	4.9
Government (General Local)	5	2.2
Special Water District	4	3.3
Tribal Entity	0	0
NGO/Community Group	3	2.3
Research	12	2.8
Consultant	4	2.3
Consortium	1	2.0
Private (Other)	0	0

Table F-4 | Participation by venue. The first column displays the total number of participants in each venue in the Full Network, while the second column indicates the number of core participants involved in each venue.

VENUE	NUMBER OF PARTICIPANTS	
	Full	Core
COEQWAL: Collaboratory for Equity in Water Allocations	52	18
Delta RMP: Delta Regional Monitoring Program	49	8
IAMIT: Interagency Adaptive Management Integration Team	29	23
WRMP: San Francisco Estuary Wetlands Regional Monitoring Program	28	14
SIT: CVPIA Science Integration Team	26	20
CWEMF: California Water and Environmental Modeling Forum	23	12
DIISC: Delta Interagency Invasive Species Coordination Team	21	15
CoP: Bay-Delta Social Science Community of Practice	20	13
DPIIC: Delta Plan Interagency Implementation Committee	18	14
CAWQMC: California Water Quality Monitoring Council	16	2
ITAG: Interagency Telemetry Advisory Group	11	11
IEP: Interagency Ecological Program	10	10

Table F-5 | Glossary of acronyms.

AGWA: Alliance for Global Water Adaptation	Center Env Health: Center for Environmental Health
AlamedaCo: County of Alameda	Ceres: City of Ceres
AlamedaCo MAD: Alameda County Mosquito Abatement District	Chicken Ranch Me-Wuk: Chicken Ranch Rancheria Me-Wuk Indians
ARC: Aquatic Resource Consulting	CIWC: California Indian Water Commission
BACWA: Bay Area Clean Water Agencies	Clean Water Action: Clean Water Action
BCDC: Bay Conservation & Development Commission	Climate Action CA: Climate Action California
Brentwood: City of Brentwood	CNRA: California Natural Resources Agency
Buena Vista Me-Wuk: Buena Vista Rancheria of the Me-Wuk Indians	Coast Conservancy: California State Coastal Conservancy
Friends of BVR: Friends of Buena Vista Reservoir	Coastkeeper: Orange County Coastkeeper
CA Sportfishing: California Sportfishing Protection Alliance	COEQWAL: Collaboratory for Equity in Water Allocations
CA Water Data: California Water Data Consortium	ColusaCo: County of Colusa
Water Research: California Water Research	Community Water Center: Community Water Center
CAFF: Community Alliance with Family Farmers	Compass: Compass Resource Management
Cal Trout: California Trout	ContraCostaCo: County of Contra Costa
CalEPA: California Environmental Protection Agency	CoP: Bay-Delta Social Science Community of Practice
CalTrans: California Department of Transportation	Cramer: Cramer Fish Sciences
CAWQMC: California Water Quality Monitoring Council	CSU Chico: California State University, Chico
CBEC: CBEC Eco Engineering	CSU COAST: California State University - Council on Ocean Affairs, Science & Technology
CCWD: Contra Costa Water District	CSU Sac: California State University, Sacramento
CDFA: California Department of Food and Agriculture	CSU Stanislaus: California State University, Stanislaus
CDFW: California Department of Fish and Wildlife	CSU WATER: California State University - Water Advocacy Towards Education and Research
CDPH: California Department of Public Health	CVCWA: Central Valley Clean Water Association
CDWR: California Department of Water Resources	CVNH: Central Valley Neighborhood Harvest

CVP: Central Valley Partnership
CVRWQCB: Central Valley Regional Water Quality Control Board
CWEMF: California Water and Environmental Modeling Forum
Davis: City of Davis
Delta RMP: Delta Regional Monitoring Program
Delta Conservancy: Sacramento-San Joaquin Delta Conservancy
DIISC: Delta Interagency Invasive Species Coordination Team
DISB: Delta Independent Science Board
Discovery Bay: Town of Discovery Bay
DPC: Delta Protection Commission
DPIIC: Delta Plan Interagency Implementation Committee
DSC: Delta Stewardship Council
DSP: Delta Science Program
Ducks Unlimited: Ducks Unlimited
EBMUD: East Bay Municipal Utility District
EBRPD: East Bay Regional Park District
EIP: Ecosystem Investment Partners
ELDoradoCo: County of El Dorado
ESA: Environmental Science Associates
ESJWQC: East San Joaquin Water Quality Coalition
ESSA: ESSA Technologies Ltd
Flood Board: Central Valley Flood Protection Board
FlowWest: FlowWest
Freshwater Trust: The Freshwater Trust

FriantWater: Friant Water Authority
Friends of the River: Friends of the River
GSSA: Golden State Salmon Associates
Guides & Sportsmen: Nor-Cal Guides & Sportsmen's Association
Hughson: City of Hughson
Hydrofocus: HydroFocus, Inc.
IAMIT: Interagency Adaptive Management Integration Team
ICF: ICF Consulting
IEP: Interagency Ecological Program
Intera: INTERA, Inc.
Ironhouse SanD: Ironhouse Sanitary District
ITAG: Interagency Telemetry Advisory Group
Jacobs: Jacobs Engineering
Karuk: Karuk Tribe
LA Waterkeeper: LA Waterkeeper
LarryWalker: Larry Walker Associates
Lathrop: City of Lathrop
LBNL: Lawrence-Berkeley National Labs
Limno: LimnoTech
Lisjan: Confederated Villages of Lisjan
Lodi: City of Lodi
Manteca: City of Manteca
Marin Multicultural: Multicultural Center of Marin
Metropolitan: Metropolitan Water District of Southern California

MLJ: MLJ Environmental
Modesto UD: City of Modesto Utilities Department
Mountain House: City of Mountain House
NMFS: National Marine Fisheries Service/NOAA Fisheries
NorCal Water: Northern California Water Association
NWIA: National Women in Agriculture
Oakdale: City of Oakdale
OC DPW: Orange County Department of Public Works
OC SanD: Orange County Sanitation District
Ohlone: Association of Ramaytush Ohlone
OPC: Ocean Protection Council
OSU: Oregon State University
Pala: Pala Tribe
Papadopoulos: S.S. Papadopoulos & Associates, Inc.
Patterson: City of Patterson
Point Blue: Point Blue Conservation Science
Pomo: Big Valley Band of Pomo Indians
PPIC: Public Policy Institute of California
PSU: Portland State University
Regional SanD: Sacramento Regional County Sanitation District
Restoration Auth: San Francisco Bay Restoration Authority
Restore the Delta: Restore the Delta
Rio Vista: City of Rio Vista
Ripon: City of Ripon
River Partners: River Partners

Riverbank: City of Riverbank
RMA: Resource Management Associates
Rocklin PSD: City of Rocklin Public Services Department
Sac Sewer: Sacramento Area Sewer District
Sac Utilities: City of Sacramento Department of Utilities
Sac Yacht Club: Sacramento Yacht Club
SacramentoCo: County of Sacramento
San Diego PUD: City of San Diego Public Utilities Department
SanJoaquinCo: County of San Joaquin
Save the Bay: Save the Bay
SBSP Restoration: South Bay Salt Ponds Restoration Project
SCCWRP: Southern California Coastal Water Research Project
SF Baykeeper: San Francisco Baykeeper
SF Joint Venture: San Francisco Bay Joint Venture
SFBRWQCB: San Francisco Bay Regional Water Quality Control Board
SFEI: San Francisco Estuary Institute
SFEP: San Francisco Estuary Partnership
SFNERR: San Francisco Bay National Estuarine Research Reserve
Shingle Springs Miwok: Shingle Springs Band of Miwok Indians
SIT: CVPIA Science Integration Team
SJCDWQC: San Joaquin County and Delta Water Quality Coalition
Social Responsibility: Physicians for Social Responsibility

Solano RCD: Solano Resource Conservation District
SolanoCo: County of Solano
SSI: Sierra Streams Institute
Stantec: Stantec
State Lands: California State Lands Commission
State Parks: California Department of Parks and Recreation/State Parks
Stockton: City of Stockton
Stockton Port: Port of Stockton
Sunzi: Sunzi Consulting LLC
SutterCo DSD: Sutter County Development Services Department
SVWQC: Sacramento Valley Water Quality Coalition
SWC: State Water Contractors
SWRCB: State Water Resources Control Board
Tetra: Tetra Tech
Three Valleys: Three Valleys Mutual Water District
TNC: The Nature Conservancy
Tracy: City of Tracy
Trout Unlimited: Trout Unlimited
Tufts: Tufts University
Turlock: City of Turlock
UC Berkeley: UC Berkeley
UC Davis: UC Davis
UC Irvine: UC Irvine
UC Merced: UC Merced
UC San Diego: UC San Diego

UC Santa Cruz: UC Santa Cruz
UCANR Coop: UC Agriculture and Natural Resources Cooperative Extension
UCLA: UC Los Angeles
UCol Denver: University of Colorado, Denver
Union Concerned Sci: Union of Concerned Scientists
UPacific: University of the Pacific
USACE: U.S. Army Corps of Engineers
USBR: U.S. Bureau of Reclamation
USDA: U.S. Department of Agriculture
USDOI: U.S. Department of the Interior
USEPA: U.S. Environmental Protection Agency
USF: University of San Francisco
USFWS: U.S. Fish and Wildlife Service
USGS: U.S. Geological Survey
UWyom: University of Wyoming
Vacaville: City of Vacaville
Valley Water: Santa Clara Valley Water District
Vestal: Vestal Corporation
Virga: Virga Labs
Watercourse: Watercourse Engineering, Inc.
West Sac: City of West Sacramento
Westervelt: Westervelt Ecological Services
WestSac Port: Port of West Sacramento
With Our Words: With Our Words
Wonderful Orchards: Wonderful Orchards

WoodardCurran: Woodard & Curran
Woodland: City of Woodland
Woodland-Davis CWA: Woodland-Davis Clean Water Agency
WRMP: San Francisco Estuary Wetlands Regional Monitoring Program
WSJRW: Westside San Joaquin River Watershed Coalition
YoloCo: County of Yolo

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