

Section 11: Implementation Framework

This section documents the relationships and decision-making structure used during the development of the Westside Sacramento Region (Region) *Integrated Regional Water Management Plan* (IRWM Plan). It also sets forward a proposed framework for Plan implementation and guidelines for performance monitoring to track progress, and it offers recommendations for the first two years of Plan implementation activities. This section is intended to serve as the cornerstone of critical actions the Region must take to ensure IRWM program success into the future.

One of the key considerations for an IRWM Plan is the governance structures to both develop and implement it over the next 20 years. This section describes those structures, which are consistent with the *Integrated Regional Water Management Guidelines for Proposition 1* published by the California Department of Water Resources (DWR) in November 2016.

11.1 Governance Structure Used for Plan Development

In 2010, four agencies and one association (one organization from each of the five counties within the Region) agreed to create an IRWM Plan for the Westside Region of the Sacramento River Funding Area.

The Colusa County Resource Conservation District, Lake County Watershed Protection District, Napa County Flood Control and Water Conservation District, Solano County Water Agency, and Water Resources Association (WRA) of Yolo County¹ entered into a Memorandum of Understanding (MOU) to develop an integrated regional water management plan for the Westside Region of the Proposition 84 Sacramento River Funding Area (called the Westside Region or simply Region in this Plan) in September 2010. The agencies and association participating in the MOU are referred to collectively as regional public agencies within the

¹ The current member agencies of the Water Resources Association of Yolo County include the City of Davis, City of West Sacramento, City of Winters, City of Woodland, County of

MOU. They designated themselves the Westside regional water management group (RWMG).

The regional public agencies that signed the MOU established a Coordinating Committee (CC) comprising staff members of the MOU signatories to lead the development of the Plan. The CC entered into a charter on March 1, 2012 to further clarify the agreements made in the MOU. The MOU and the charter established the overall parameters of governance for developing the Plan; and can be found in Appendix A.

The RWMG decided that the Plan would be developed by a project team with public input. The project team includes the technical, public outreach, and facilitation consultants (collectively referred to as the consultant team, which is led by Kennedy/Jenks Consultants) as well as the CC.

The project team’s activities to develop the IRWM Plan were funded by contributions from members of the RWMG and by a planning grant awarded by the DWR to the Westside RWMG.

The RWMG was also involved in the 2018 IRWM Plan update and is anticipated to adopt the updated Plan in October 2018.

11.1.1 Roles and Responsibilities

The consultant team was responsible for leading the efforts to develop the Plan with guidance and oversight by the CC. Their responsibilities are described below.

Coordinating Committee Responsibilities

1. Manage the funds being used to develop the IRWM Plan.
2. Provide guidance and oversight to the consultant team.
3. Participate in CC and stakeholder input meetings.
4. Communicate with the regional public agencies and other interested parties throughout Plan development.

Yolo, Dunnigan Water District, Reclamation District 108, Reclamation District 2035, University of California in Davis, and Yolo County Flood Control & Water Conservation District.

5. Review and comment on draft materials prepared by the consultant team.
6. Make decisions as described throughout this section.

Consultant Team Responsibilities

1. Design the process for Plan development.
2. Engage with potential participants.
3. Gather information and synthesize it into Plan content that meets the IRWM guidelines.
4. Design, prepare for, and facilitate meetings with the CC and stakeholder group to develop the information needed for the IRWM Plan.
5. Draft content for the Plan and circulate it for review.
6. Review comments and revise draft sections of the Plan as appropriate.

11.1.2 Public Involvement Processes

As described in Section 1, the project team developed and implemented a broad public involvement process to ensure that interested stakeholders had multiple opportunities to inform the Plan development process and help shape its content. The project team posted public notices of its intent to prepare the Westside IRWM Plan in several newspapers within the Region. It also created an email distribution list of almost 700 individuals that includes representatives from all potentially affected agencies, nongovernmental organizations, and other interested parties. The email list was used to circulate an electronic newsletter periodically, to send invitations to upcoming meetings, and to invite comments on draft sections of the Plan as they were posted for public review.

The project team also designated a Westside public information coordinator and provided an email address and phone number that anyone could use to learn more about, and to provide feedback during, the Plan development process.

Representatives of other agencies, nonprofit groups, nongovernmental organizations, government organizations, and the public were invited to participate as equals during stakeholder input meetings to inform the content of the Plan. This group of participants is referred to as the stakeholder group. All interested participants were encouraged to participate in stakeholder input meetings, discuss

draft content of the IRWM Plan, and disseminate information from the stakeholder input meetings to the general public.

The project team also formed a technical subcommittee to assist with performing a water balance for the Region and individual planning areas within the Region. People were invited to participate in the subcommittee if they wanted to assist the consultant team to locate and organize water balance information for the Region for use in the Plan.

11.1.3 Decision Making

The approach to decision making used during the development of the Plan is called “facilitated broad agreement.” All interested participants were invited to participate as equals during stakeholder input meetings. The project team presented content through an interactive process with the intent to reach broad agreement with the stakeholder group on Plan content. The project team presented and discussed draft information in public meetings and also provided draft documents for review, comment, and discussion. All decisions related to the draft Plan content were made successfully using this approach.

If for some reason broad agreement on specific items could not be reached between the project team and the stakeholder group with a reasonable amount of time and effort, the consultant team was prepared to request that the CC discuss the item(s) and then vote to direct the consultant team on how to proceed. The CC agreed at the beginning of the Plan update that if they were to vote, unanimous agreement would be required in order to proceed with a specific decision.

11.1.4 Balanced Access and Opportunity for Participation

To facilitate stakeholder involvement in the case where finances were insufficient for participants to travel or miss work, the project team developed and maintains an IRWM Plan website at www.westsideirwm.com. The website includes meeting announcements, meeting agendas and materials, draft sections of the Plan, and summaries of meetings already conducted. In addition, conference call lines are always provided for facilitated participation in Regular Meetings.

In some cases, Tribes and disadvantaged communities are located in remote areas less likely to have access to the internet. Therefore, the project

team contacted representatives of Tribes and disadvantaged communities within the Region by telephone, letters, emails, and in person meetings.

The consultant team conducted outreach, created content, and facilitated CC meetings and stakeholder input meetings. During the latter, some of which have been webcast and/or recorded for review, all interested participants were invited to participate as equals in the interaction to reach broad agreement on the content to be included in the Plan.

The consultant team also conducted targeted outreach intended to foster dialog with Tribes and representatives of the disadvantaged communities within the Region.

The consultant team has also been posting draft materials and Plan sections to the website and invited review and comment from any interested person or organization.

11.1.4.1 Internal and External Communication

The consultant team prepared communication materials regarding development of the IRWM Plan for distribution, posted it on the project website, and made the materials available for use by the CC in meetings with governing boards and other interested parties.

The consultant team communicated regularly with the CC via calls or in-person meetings that were announced and open to any stakeholder.

11.1.4.2 Coordination with Neighboring IRWM Efforts, State Agencies, and Federal Agencies

Project team members have met and coordinated with neighboring IRWM planning efforts by other local, state, and federal agencies, participating in coordination calls or in-person meetings. Members of the project team also have met or talked with DWR staff a number of times. Members of the consultant team have corresponded with and phoned a number of staff within federal agencies that have interests within the Region.

11.2 Governance Structure for Plan Implementation

Once the Westside IRWM Plan has been adopted, the focus of the RWMG will change significantly. Some of

the activities conducted during Plan development will continue, but the emphasis will shift from planning toward implementation and tracking of progress.

The current structure of the RWMG, which was established through an MOU with a staff-led CC as described in Section 11.1, has functioned well for managing the funding and providing guidance and oversight to the consultant team during Plan development. Therefore, the CC recommended, and the stakeholder group agreed that the Region will continue with a similar RWMG model through the initial phases of Plan implementation. A draft MOU amendment has been prepared (see Appendix A) to establish a RWMG responsible to support the implementation of the adopted Westside IRWM Plan. It is anticipated that the MOU amendment will be executed around the same time the IRWM Plan is adopted and that the MOU will include the terms described below:

- The RWMG intends to support the activities of existing agencies and organizations within the Region to accomplish the objectives in the adopted Westside IRWM Plan. The primary roles of the RWMG are to foster collaboration to accomplish Plan objectives, track and report on implementation progress, and provide a mechanism to revise and update the Westside IRWM Plan.
- The RWMG will endeavor to continue to include one representative from an agency/organization in each county within the Westside Region that has authority to manage water or related resources within it. Representatives of water management organizations within each county will be responsible to select their representative agency or organization, and may choose not to participate in the RWMG. However, the RWMG must have at least three agencies or organizations, two of which have authority over water, in order to form and function.
- Each signatory agrees to designate a primary and alternate representative to serve on the RWMG CC.
- Regular participation in CC activities is required.
- The CC will provide leadership to support implementation of the Westside IRWM Plan and may elect to establish an implementation support team (described in the following section).
- CC/stakeholder input meetings will be held quarterly or as needed.

- CC will lead preparation of an annual report as well as an annual work plan and budget.
- CC activities will be conducted in accordance with the Brown Act (Government Code § 54950-54960.5).

See Table 11-1 for more details about the anticipated activities, participants, and roles for implementing the Plan.

Table 11-1: Activities, Participants, and Roles for Implementing the Westside IRWM Plan

Activities	RWMG	CC	IST	Stakeholder Group / Subcommittees	Project Proponents
1. Promote Progress on Plan Objectives					
Foster Collaboration	Authorize	Lead	Support	Participate	Participate
Gather Data Related to Progress	"	"	"	"	"
Synthesize Data Related to Progress	"	"	"	"	"
Report On Plan Progress	"	"	"	"	"
2. Conduct Stakeholder Meetings					
Schedule Meetings	Authorize	Lead	Support	Support	Support
Prepare Agendas	"	"	"	"	"
Prepare Content	"	"	"	"	"
Facilitate Meetings	"	"	"		
Prepare Meeting Summaries	"	"	"		
3. Engage Public					
Maintain Email List	Authorize	Lead	Support	Support	Support
Develop Content	"	"	"	"	"
Send Announcements / Invitations	"	"	"	"	"
4. Maintain Westside Website					
Update Content	Authorize	Lead	Support	Support	Support
Administer Site	"	"	"	"	"
5. Update Westside IRWM Plan					
Receive Project Submittals	Authorize	Lead	Support	Support	Submit Potential Projects
Review and Update Objectives	Authorize	Lead	Support	Participate	Participate
Revise Project List	"	"	"	"	"
Revise Project Priorities	"	"	"	"	"
Revise Plan Content	"	"	"	"	"
6. Pursue Grant Funds for Implementation					
Identify Grant Opportunities	Authorize	Lead	Support	Support	Support
Select Projects for Inclusion in Grant Applications	Authorize	Lead and Decide if Necessary ^(a)	Support	Participate	Participate
Prepare and Submit Grant Applications	Authorize	Lead	Support	Participate	Participate

Activities	RWMG	CC	IST	Stakeholder Group / Subcommittees	Project Proponents
Identify One or More Willing Fiscal Agent(s) to Manage Grant Funds (If Received) on Behalf of the RWMG	Authorize	Lead	Support	Support	One or More Agency Or Organization Serve As Fiscal Agent
7. Coordinate with Related Efforts					
Coordinate with Neighboring IRWM Regions	Authorize	Lead	Support	Support	Support
Coordinate with Local, State, and Federal Agencies	"	"	"	"	"
8. Foster Effective Communication					
Facilitate Efficient and Effective Communication Within Implementing Agencies and Stakeholders	Authorize	Lead	Support	Support	Support
Facilitate Efficient and Effective Communication Outside of Westside Region	"	"	"	"	"
9. Manage and Share Related Data and Information					
Identify Data and Operational Data That Should Be Measured and Managed To Meet Plan Goals and Objectives ^(b)	Authorize	Lead	Support	Support	Support
Gather The Needed Data and Information		Coordinate with Existing Agencies	Support	Support	Support
Store and Manage Needed Information		"	"	"	"
10. Finance Implementation Coordination Activities					
Set Annual Operating Budget for Implementation Coordination	Authorize and possibly provide funds	Lead	Support	Support	Support
Manage Expenditures of Implementation Coordination Activities	Authorize	Lead	Support		

- (a) "Decide if Necessary" means that the project team and the stakeholders were not able to reach broad agreement and the CC will decide based on majority vote.
- (b) This topic will focus on data that are currently collected.

11.2.1 Roles and Responsibilities

Implementation of the Westside IRWM Plan will rely on actions taken by existing agencies and organizations within the Region. The RWMG, as represented by the CC, will provide leadership for fostering cooperation, continuing coordination, tracking Plan performance, and updating the Plan. The CC may form stakeholder subcommittees to help focus collaboration and progress on specific topics or

objectives. (Note: the tracking of Plan performance does not replace required regulatory reporting by specific agencies within the Region. It is being done to monitor progress on Plan implementation and provide information that can be useful for continuing implementation of, updates to, or amendments to the Plan.)



Some of the key groups that will be involved in implementation of the Westside IRWM Plan are:

- **Westside Regional Water Management Group (RWMG)** – A group of up to five agencies or associations with authority to manage water or related resources within the Region (up to one for each county within the Region with a minimum of three required) who are signatories to an MOU to establish the RWMG as described above. It is initially intended that the RWMG for Plan implementation will include Lake County Watershed Protection District, Napa County Flood Control and Water Conservation District, Solano County Water Agency, and the WRA of Yolo County.
- **The Westside Coordinating Committee (CC)** – A committee of designated representatives (primary and alternate) of each organization within the RWMG. The CC will select a chair and vice-chair, who must be from different organizations, each year. The chair (and in the absence of the chair, the vice-chair) will be responsible to lead the efforts of the CC during the year. The chair and vice-chair will be selected every other year by unanimous approval of the CC.
- **Westside Implementation Support Team (IST)** – The CC may choose to organize one or more administrators or professionals who have the necessary skills to support the actions listed below. This group can include individuals who are hired for this role or designated to serve in this role while employed within another agency or organization within the Region or employed by retaining consultants.
- **Stakeholder Group** – A collection of people who choose to participate in the Westside implementation activities.
- **Subcommittees** – The CC may choose to organize one or more small group(s) of people chartered to focus on a particular topic related to implementation of the Westside Plan (e.g., to support accomplishing objectives 1 and 2 within the education and awareness focus area). Subcommittees may include members from both the RWMG and regional stakeholders. Subcommittees will report and provide recommendations to the CC depending on the topic that is being discussed. It is recommended that subcommittees have a chairperson and a written charter and that the subcommittee composition and charter be reviewed at least every two years, or as needed
- **Project Proponents** – Agencies or organizations who are serving as a project proponent/project implementer in the Plan. Projects included and tracked by the Westside IRWM Plan may include projects funded (in whole or in part) by IRWM grant funds, as well as projects and programs funded independently

11.2.1.1 Responsibilities of Project Proponents

Project proponents include agencies or entities that have submitted projects that they intend to sponsor during implementation and that have been included in the Westside IRWM Plan. Information on and a summary list of all IRWM Plan projects is maintained at www.westsideirwm.com (Projects tab). It is envisioned that the project proponents will have the following roles and responsibilities:

1. Provide project-specific information for the regional project database that may aid in advancing the Plan’s regional objectives.
2. Seek opportunities to integrate, where possible and practical, Plan projects in the database to most efficiently achieve the regional objectives. This process may be initiated and facilitated at stakeholder meetings, but it is expected that project proponents will further develop these opportunities outside of that forum.
3. Provide updated project-specific information for the regional project database as necessary to reflect major project milestones (e.g., CEQA completion, 100% design, construction

underway, construction complete, and project completion). This particular role is a critical element of Plan implementation and is in the best interest of the project proponents, since having updated information available will help projects when applying for financial assistance.

4. Participate in stakeholder meetings to educate others about the proponent’s project(s) in the database. This will happen naturally as a result of casual collaboration with others but may also be in the form of presentations at stakeholder meetings
5. Identify a point person for each project who will provide, in a timely manner, to the RWMG and/or consultant, requested information for projects for inclusion in a grant application.
6. Identify a point person for each project who will provide, in a timely manner, to the grantee and/or consultant, requested information for projects selected for funding through a funding agency.
7. Comply with grant requirements, as identified by the funding agency, to qualify for grant funding.

11.2.2 Public Involvement Processes

One of the most important aspects of Plan implementation is processes to ensure that the public and interested stakeholders continue to be involved. This will be accomplished through multiple avenues of communication and engagement between the CC and stakeholders, including, at minimum, the following:

- The CC Chair will lead CC /stakeholder input meetings as needed, meeting quarterly, at a minimum, to discuss relevant topics of progress on implementation. The CC may convene additional meetings to support fulfilling the objectives of the Plan or other key activities
- To accommodate participation despite the large geographic extent of the Region, the CC will provide an opportunity for stakeholders to participate remotely in the stakeholder meetings. This could include conference calls, web interface, or other technologies that allow for reasonable interaction while the meeting is in progress.
- The CC will maintain and update content to the Plan website.

- The CC will maintain a contact email and phone number for people to send comments or ask questions about the Plan.
- The CC will maintain the Westside stakeholder email list and send updates and meeting invitations as appropriate.
- The CC will coordinate the activities of subcommittees, including tracking of subcommittee membership and scope, and maintaining documentation of subcommittee recommendations.

11.2.3 Meeting Notices

This summary is not intended to be inclusive of all Brown Act requirements, but merely to provide a discussion of some of the key aspects that appear to apply to Plan implementation. The Westside IRWM meetings, including CC meetings, will follow the Brown Act provisions. The Brown Act is contained in Section 54950 et seq. of the *California Government Code* and sets forward specific requirements for noticing about meetings, the way meeting agendas are established, and discussions among legislative bodies outside meetings. Brown Act provisions will apply to all CC and RWMG stakeholder meetings. Meetings are required to be held within the Region boundaries. Remote meetings (such as teleconference calls) are permitted so long as all teleconference locations are identified in the meeting notice and these locations are made available to the public. Meeting notices with agendas must be posted 72 hours prior to the meeting; special and emergency meetings are allowed with shorter notices under special circumstances. The public will be afforded opportunities to comment before or while agenda items are covered, and time will need to be set aside for members of the public to comment on items that are applicable to the RWMG but are not otherwise agendized. All votes of the RWMG must be cast in public. There are also special provisions for closed session meetings, such as for dealing with pending litigation and personnel issues. There are many exemptions and other protocols to the Brown Act; details can be found in the California Attorney General’s Office pamphlet *The Brown Act: Open Meetings for Local Legislative Bodies*, 2003 and other similar guidance materials.

11.2.4 Decision Making

Decisions during implementation authorized by the RWMG will continue to be made using broad agreement, as during Plan development. All interested participants will be invited to participate as equals during stakeholder input meetings. The CC will set agendas, interact with stakeholders, and foster collaborative decisions as described in Table 11-1. If for some reason broad agreement cannot be reached between the CC and the stakeholder group related to specific items within a reasonable amount of time and effort, the CC will discuss such item(s) and then decide by majority vote how to proceed.

11.3 Plan Performance and Monitoring

Another important element of successful Plan implementation is a well-developed approach to performance and monitoring. Section 11.3 describes such an approach, including monitoring, adjustments, and to data sharing.

The tracking and monitoring of Plan performance does not replace required regulatory reporting by specific agencies within the Region or project monitoring required by a grant agreement. Plan performance tracking is being done to monitor progress on Plan implementation and provide information that can be useful for continuing implementation of, updating or amending the Plan. Projects proponents and grantees are responsible to comply with all applicable rules, laws, and permit requirements.

11.3.1 Project-Focused Performance Monitoring

The Region’s vast geography, complex relationships among the many water-related entities, and breadth of projects require a multi-faceted performance monitoring strategy. This strategy focuses on measuring progress towards achieving Plan goals and objectives, Resource Management Strategies (RMS), and, ultimately, projects.

Changes to the goals and objectives may affect the types of RMS that need to be implemented by stakeholders, which could also have implications on the types of projects that are included in the Plan.

Many of the 24 plan objectives have unique quantitative and/or qualitative targets that need to

be tracked to ensure full implementation of the Plan. As this initial Plan represents a fairly ambitious undertaking, some of the objective targets were not fully articulated in the goals and objectives described in Section 6. As a result, an *Information Needs and Data Sources Technical Memorandum* (provided in Appendix E) was developed to identify additional information needs and steps that stakeholders can implement to fully define, understand, and implement targets for each objective.

Better definition of measurable planning targets for many of the objectives may result in the need for additional projects to fully complete the plan. For example, objective 7, prevention of quagga and zebra mussel infestation in the Region’s water bodies, is a high-importance/high urgency objective, but specific quantifiable measurement targets cannot be readily developed until a regional invasive mussels prevention plan is developed and implemented. Although many tracking activities can begin immediately, it is recommended that the RWMG begin with proactive implementation of High Importance and High Urgency objectives and related projects.

Project proponents will be responsible for developing and implementing most projects and then collecting performance monitoring data and reporting it to the RWMG. Updated data likely will be collected from project proponents annually.

Below are outlined several considerations for monitoring efforts as articulated in the Proposition 84/1E guidelines (required for Proposition 84/1E grant-funded projects and recommended for all other projects in the Plan) and answered for purposes of this Plan:

- How will lessons learned be used to improve implementation of future projects? Response: Lessons learned will be applied to future project implementation by evaluating the extent to which the Plan objectives and targets are accomplished, and reviewing and refining the types of projects or targets themselves based on the various experiences. For example, technical information and data collected will contribute to a greater body of understanding about certain challenges faced by the Region. Likewise, financial performance and reporting experiences will help inform more efficient ways of planning and implementing important projects. These experiences will be shared through the quarterly interactions with the

RWMG and stakeholders, and through project reporting mechanisms.

- Who is responsible for development of project-specific monitoring plans and monitoring activities? Response: As described in Section 11.2.1.1, project proponent responsibilities include development of project-specific monitoring plans and monitoring of project performance after implementation. Project proponents must report this information to the RWMG and to any lead agency responsible for grant or loan funding contributions.
- At which stage of project development will a project-specific monitoring plan be prepared? Response: Project-specific monitoring plans will be developed before the start of project implementation.
- What is typically required to be included in the monitoring plan for each project? Response: Monitoring plans will include delineation of the following components:
 - Description of what will be monitored for each project,
 - Methods for monitoring problems and their correction,
 - Monitoring location(s),
 - Monitoring frequency,
 - Monitoring protocols, procedures, and responsibilities,
 - Procedures and funding assurances to document that the monitoring will take place during the entire monitoring period, and
 - Reporting of data collected to the data management system (DMS) described in Section 11.3.2. as well as to statewide databases.
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11.3.2 Data Management

Data management includes the collection, storage, processing, and sharing of information that is developed from project-specific performance monitoring. The DMS is simply a reference to the tools and strategies that the RWMG will use to organize, maintain, and share this vast amount of data. Water-resources data are generated in this Region from multiple sources, in countless formats,

and is reported in varying frequencies to jurisdictional bodies, nongovernmental agencies, water agencies, and regulators. The Plan’s DMS is not intended to serve as the central clearinghouse for this vast amount of information; rather, it has been developed to meet the Proposition 84/1E IRWM guidelines in performing the following functions:

- Support the CC in its responsibilities by collecting and sharing information related to:
 - Westside IRWM project implementation and
 - Westside IRWM objective progress,
- Providing means for interested stakeholders both inside and outside the Region to locate needed information concerning IRWM project implementation,
- Consideration of means to simplify the interconnection and sharing mechanisms between local and statewide data sources,

Collected data will be used to assist in efforts to reevaluate and update Plan performance, monitor policies and procedures, and develop new tools.

11.3.2.1 Near-Term Data Management Approach

Several DMS options were considered and reviewed by the project team to select a system that will serve the near-term needs (i.e., within the Plan’s first several years) of the Region. The DMS options are summarized in a Technical Memorandum in Appendix E. The data management approach in the near term for the Plan is to use existing data sources and processes to minimize new work and incorporate them into a simple database system. It is envisioned that an on-line GIS map-based project tracking system developed in Napa County will be adapted for use in the Westside IRWM Region in a phased approach.

The initial phase of the DMS system will include the information gathered during the call-for-projects phase along with the following:

- Procedures to update and add new projects and/or activities by project proponents and/or data administrators,
- Data fields to align projects and activities with specific Westside IRWM Plan objectives and qualitative/quantitative measures,

- Simple reporting and/or data export for preparation of annual reports regarding both project progress and meeting objectives,
- Identification of responsibilities of stakeholders, CC members, committee leads, local technical experts, and others for data collection, input, and update, including quality assurance/quality control reviews, and reporting, and
- Other information.

The benefits of an on-line data management system – single location for information, ease of adding/modifying information, and ease of preparation of reports, among others – was acknowledged by the CC. Currently, information is shared and transferred formally through the annual report and informally during the quarterly meetings. The data contained in the annual report will be shared with local, state, and federal agencies through posting to the Westside IRWM website. More detailed information can be available through contact with the Westside CC.

The selected system will need to be flexible enough to meet the immediate needs of the Region, but it could be expanded in future phases for additional functionality, including collection of technical data that could be shared with state databases such as Water Data Library (WDL) and California Environmental Resources Evaluation System (CERES).

11.3.2.2 Potential Long-Term Data Management Options

It is envisioned that future phases of the data management system will continue to focus on projects and objectives tracking but could be expanded to include:

- Project-specific monitoring, especially for projects funded through implementation grant funds,
- Tracking of additional data to more specifically monitor objectives,
- Distribution of data to state databases including WDL, CERES, California Environmental Data Exchange Network (CEDEN), California Statewide Groundwater Elevation Monitoring (CASGEM), and California Environmental Information Catalog (CEIC),
- Viewing of project and objectives data for adjacent IRWM regions to improve interregional collaboration,

- Analysis and prioritization of climate change vulnerabilities using resources such as the DWR SWP Delivery Reliability Report projections, UWMP updates, or other water supply projections, and climate change impact reports,
- Addition of other projects beyond those submitted in the Westside IRWM (e.g., from Yolo WRA, the SWRP of Yolo County), and
- Other information.

Future data management needs will be evaluated periodically by the Westside CC and ways to meet them will be incorporated, likely including many of the above-noted measures.

11.4 Plan Financing

Financing of an IRWM Plan is an enormous undertaking and requires the contributions and attention of local, state, and federal agencies to ensure success. Financing of this Westside IRWM Plan involves two distinct tracks: funding of IRWM Plan administration and coordination and funding of project implementation. This section highlights the anticipated funding needs for both tracks, identifies potential funding sources, and documents some of the activities that the CC and others will employ to secure additional funding.

11.4.1 Funding Needs

11.4.1.1 Implementation Coordination Funding

Development of the IRWM Plan was funded by the RWMG and an IRWM Planning grant from the DWR. However, these funds cannot be spent on plan implementation activities, so one of the first steps to implement the IRWM Plan is to establish a budget and funding source to support implementation coordination. These include activities undertaken by the CC and/or IST to plan for and conduct stakeholder input meetings, track plan implementation (including progress towards completing plan objectives and projects), and conduct ongoing public outreach and engagement as described in the governance sections.

To accomplish these important responsibilities, the CC will establish an annual operating budget to conduct its activities. This budget will be presented and discussed at a stakeholder input meeting. Members of the RWMG (and potentially other

agencies/organizations within the region) may provide funds or in-kind services to ensure that the activities of the CC are fulfilled. The CC may direct the expenditure of implementation coordination funds for any of the roles defined for the CC. It is expected that the specific activities and associated budgets will be prepared on an annual basis, initially as implementation begins and the MOU is implemented. Many of the roles and activities could be handled by either CC staff or the IST; therefore the specific budgetary requirements may change as implementation progresses.

11.4.1.2 Project Implementation Funding

As of July 2018, 201 projects are included in the IRWM Plan. One hundred sixty-four of the projects provided funding information, with a total estimated funding need of \$1.80 billion. Of the 201 projects, 27 are feasibility studies and 56 are planning-level projects, which suggest that the overall funding needs will only increase as these projects progress and are developed into implementable projects, programs, or actions, and as other projects are added to the IRWM plan. Table 11-2 summarizes financing needs and the availability of capital and operations and maintenance (O&M) funding sources based on information provided by project proponents for high-urgency/high-importance projects. The table includes only such high-priority projects and near-term implementation priority projects, as these are some of the projects that are anticipated to be implemented first by regional proponents. It is recommended that this table be updated and included in the annual report each year.

11.4.2 Potential Funding Sources

11.4.2.1 Stakeholder Funding

Funding sources are rarely assured far in advance of project implementation. Additionally, many agencies have encountered challenges to securing project funding as grant programs have become more competitive and agency budgets have tightened significantly since the economic downturn affecting the Region in the past decade. It is understood that funding is required to implement (that is, to construct) projects, as well as operate and maintain the project after initial construction is completed. In most cases, it will be the responsibility of the project proponents to ensure that initial construction and operations and maintenance funding needs are met

for specific projects. Despite limited funds, most agencies do have a variety of funding tools available including:

- Ratepayers,
- Operating funds,
- Water enterprise funds,
- Special taxes, assessments, and fees,
- State or federal grants and loans,
- Private loans, and
- Local bonds.

11.4.2.2 Grants and other Sources

Funding from multiple sources will be needed to ensure projects are funded and can proceed to implementation. To that extent, the CC will undertake a number of steps to identify and support obtaining alternative funding, including grants.

- The CC will research, identify, and pursue grant funds that could help implement the projects and meet the objectives included in the Plan.
- The RWMG will not serve as a fiscal agent for grant funds, but rather will identify a willing agency or organization with the appropriate authority and financial conditions to serve as a fiscal agent on behalf of the region for each specific grant opportunity that is pursued.
- The fiscal agent(s) may distribute grant funds to other project proponents within the region according to the specific terms of the grant program that provides funds. The project proponents who receive grant funds will be responsible to complete their project(s) as described in the relevant grant application and/or grant agreement. The fiscal agent will not be responsible to fund or complete projects for other project proponents outside of the specific commitments made in a particular grant agreement.
- The CC will track the amount of grant funds brought into the Region to support implementation of the Plan and the specific projects being funded (or partially funded) with grant funds. The CC will include this information in its annual report of Plan performance.

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Table 11-2: Financing Needs for High-Importance/High-Urgency Projects and Near-Term Implementation Projects

Project No.	Lead Agency / Organization	Project Title	Approximate Total Cost	Funding Source and % of Total Cost	Funding Certainty / Longevity	O&M Finance Source	O&M Finance Certainty
23	Solano County Water Agency	Aquatic Nuisance Vegetation Management	\$100,000/year	SCWA; 50% O&M	Medium Security - SCWA to Fund 50% Project Cost through Ratepayer Revenues	SCWA	Medium Security - SCWA to fund 50% Project Cost through Ratepayer Revenues
32	Solano County Water Agency (SCWA)	Solano Invasive Species Program	\$100,000	SCWA; 50%	Medium Security - SCWA to Potentially Fund 50% Project Cost through Ratepayer Revenues	None	Unsecure
34	Solano County Water Agency	Research on Improving Water Treatment for Delta Sources	\$100,000	None	Unsecure	None	Unsecure
48	Crescent Bay Improvement Company	Crescent Bay Improvement Company	\$1,000,000	None	Unsecure	None	Unsecure
54	City of Davis	Wastewater Treatment Plant Secondary and Tertiary Improvements	\$85,000,000	State Revolving Fund (SRF); Unknown	Applied or Will Apply for Funding through State Revolving Fund	N/A	N/A
55	Clearlake Oaks County Water District	Plant Intake	\$0	LAFE account / USDA Funding; Not Specified	Secured	None	Unsecure
76	RWMG with selected Lead Agency	Regional Invasives Management Plan	\$0	N/A	N/A	Ratepayer Revenue	Secure – Ratepayer-Adopted Rates

Project No.	Lead Agency / Organization	Project Title	Approximate Total Cost	Funding Source and % of Total Cost	Funding Certainty / Longevity	O&M Finance Source	O&M Finance Certainty
87	Lake Berryessa Resort Improvement District	LBRID Wastewater Storage Pond and Disposal Improvements	\$3,000,000	None	Unsecure	Ratepayer Revenue	Secure - Part of Agency Budget
90	Napa Berryessa Resort Improvement District	NBRID Water Treatment Plant Replacement	\$2,500,000	None	Unsecure	Ratepayer Revenue	Secure - Part of Water and Sewer Rates
92	Napa Berryessa Resort Improvement District	NBRID Wastewater Treatment Plant Replacement	\$1,500,000	None	Unsecure	None	Unsecure
93	Rural Community Assistance Corporation	Rural Disadvantaged Community (DAC) Partnership Project	\$127,753	None	Unsecure	N/A	N/A
95	Reclamation District 2035	Sacramento River Joint Intake Project	\$42,646,000	Ratepayer Revenue; 93%	Not specified	Ratepayer Revenue	Secure - Part of Cities of Woodland and Davis Existing Rates
110	Woodland-Davis Clean Water Agency	Davis-Woodland Water Supply Project	\$258,000,000	Ratepayer Revenue; 100%	Secure - Part of Agency Budget	Ratepayer Revenue	Secure - Part of Agency Budget
158	Lake County Watershed Protection District	Quagga Boat Display	\$25,000	Not specified	No specified	Agencies Displaying Boat	Not Specified

*Project 40 not included as a project proponent has not been identified

11.5 Recommendations for Plan Implementation

The broad recommendations for plan implementation summarized below are intended to serve as a road map to the CC. The following sections address in more detail the following recommendations:

1. Help form subcommittees or other mechanisms that will foster collaboration for Plan implementation.
2. Define regular focus topics.
3. Track progress for IRWM Plan implementation.
4. Research other grant opportunities for Plan implementation.

11.5.1 Proposed Regular Focus Topics

1. Select chair and vice chair and individuals/entities to support IRWM implementation.
2. Set annual operating budget for implementation coordination and manage expenditures of implementation coordination activities.
3. Prepare materials for and conduct stakeholder input meetings as needed with a plan to meet at least quarterly, with conference call accessibility so that meetings are announced and open to any stakeholder; update website with meeting information and meeting summaries.
4. Regularly review progress made toward Plan objectives and make adjustments accordingly.
 - a. Objectives/project updates (including implementation status) and integration.
 - b. Coordination/funding opportunities.
5. Planning for the next year.
6. Continue to facilitate progress on high-importance/high-urgency projects listed in Table 11-2 and objectives with near-term due dates. Establish subcommittees as needed to support high-importance/high-urgency projects.
 - a. Identify additional projects annually for focused CC attention that are high-importance/high urgency and high-important/medium urgency from the complete projects list.

7. Review Plan for update/amendment including review of objectives; issue call for projects; and review and update project list.
8. Coordinate with neighboring IRWM Regions and with local, state, and federal agencies.

11.5.2 Track Progress for IRWM Plan Implementation

1. Track progress on Plan objectives:
 - a) Gather data related to progress,
 - b) Synthesize data related to progress,
 - c) Report on Plan progress, and
 - d) Manage and share related data and information.
2. Identify the data and operational data that should be measured and managed to meet the goals and objectives of the IRWM Plan with a focus on data that are currently collected:
 - a) Gather the needed data and information,
 - b) Store and manage it, and
 - c) Provide access to it.

11.5.3 Research Other Grant Opportunities for Plan Implementation

1. Pursue grant funds for implementation;
 - a) Identify grant opportunities,
 - b) Select projects for grant applications, and
 - c) Prepare and submit grant applications.

11.6 Plan Updates and Changes

The Westside IRWM Plan is a living document and changes will be required as additional information is collected, as objectives are refined and better understood, as new projects are developed, and as the collaborative relationships among the RWMG and stakeholders continue to develop. Changes to the Plan will follow the similar, publicly open and accessible process followed by this plan development process. Specific protocol for changes and updates to the plan is documented in the following descriptions.

11.6.1 Making Changes to the IRWM Plan

Changes to the Plan include revisions or updates to the section narratives. Changes are expected. While the specific frequency for Plan updates is not defined, it will be reviewed at minimum as follows:

- The CC will review the Plan at least once every five years to determine if its content needs to be changed in a significant way other than the periodic updates or amendments of the objectives and projects as described below.
- If significant changes are needed, the CC will lead the process for revising the Plan. Once substantial revisions are made, the CC will request that RWMG members and project proponents adopt the revised plan.

The Proposition 1 Disadvantaged Communities Involvement (DACI) program is intended to increase participation of underrepresented stakeholders, including DACs and Tribes. It is anticipated that this additional stakeholder participation will result in the identification of additional water resource challenges and vulnerabilities that would be incorporated as part of future Plan updates.

11.6.2 Updating and Amending the IRWM Plan

Minor updates or amendments to the IRWM Plan will not require a complete re-adoption of the entire IRWM plan. Instead, specific changes will be submitted to the RWMG for consideration to adopt as an amendment to the existing Plan. Updates or amendments specifically include changes to the project lists and refinements to the Plan objectives.

The CC will invite stakeholders and project proponents at least once per year to submit additional projects for consideration to be included in the IRWM Plan or updates to projects already included in the IRWM Plan. The CC will publicize the opportunity and process to make these submissions. The CC will present and discuss the potential amendments to the project list in one or more stakeholder input meetings.

Changes to the project list or Plan objectives will be decided as described above and published as Plan amendments. The CC will request that members of the RWMG and project proponents adopt the Plan amendments as an addendum to the previously adopted Westside IRWM Plan.

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