

Handout 1: Proposed Governance for Implementation of Westside IRWM Plan

7 November 2012 – Westside Coordinating Committee Meeting

Background

In 2010 a number of agencies joined together to create an Integrated Regional Water Management Plan (IRWM Plan) for the Westside Region of the Sacramento River Funding Area. This IRWM Plan is being developed consistent with the Integrated Regional Water Management Guidelines for Proposition 84 and Proposition 1E published by the California Department of Water Resources in August 2010.

One of the key considerations for developing and implementing an IRWM Plan is the governance structure chosen to perform the tasks necessary to develop and implement the Plan. This document describes the governance structure used for developing the Westside Plan and proposes a governance structure to be used to implement and update the Plan over the next 20 years.

Governance Structure Used for Developing IRWM Plan

Westside Regional Water Management Group (RWMG)

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 of Yolo County 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 (Westside Region) in September 2010. The agencies and association participating in the MOU are referred to collectively as “Regional Public Agencies” within the MOU.

The Regional Public Agencies that signed the MOU established a **Coordinating Committee** (CC) comprised of staff members of the MOU signatories to lead the development of an IRWM Plan for the Westside Region. The Coordinating Committee 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 Westside IRWM Plan.

The Regional Public Agencies that signed the MOU to develop an IRWM Plan for the Westside Region gave themselves the name of the **Westside Regional Water Management Group** (RWMG). The RWMG decided that the Westside IRWM 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** lead by Kennedy/Jenks Consultants) as well as the Coordinating Committee.

The Project Team's activities to develop the IRWM Plan are being funded using funds contributed by each member of the RWMG and by a planning grant awarded by DWR to the Westside RWMG.

Roles and Responsibilities

The Consultant Team has been responsible to lead the efforts for developing the Plan with guidance and oversight provided by the Coordinating Committee.

Coordinating Committee Roles

1. Manage the funds being used to develop the IRWM Plan
2. Provide guidance and oversight to the Consultant Team
3. Participate in Coordinating Committee and Stakeholder Input meetings
4. Communicate with the Regional Public Agencies and other interested parties throughout the Plan development process
5. Review and comment on draft materials prepared by the Consultant Team
6. Make decisions as described below

Consultant Team Roles

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

Public Involvement Processes

The Project Team has posted public notices of their intent to prepare the Westside IRWM Plan in several newspapers within the Region. They have also created an e-mail distribution list that includes all potentially affected agencies, non-governmental organizations, and other interested parties. The e-mail list is used to circulate an e-News periodically, to send invitations to upcoming meetings, and to invite comments on draft sections of the Plan as they are posted for review.

The Project Team has also 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 meeting summaries from meetings already conducted.

The Project Team has also been contacting representatives of Tribes and disadvantaged communities within the Region by telephone, letters, e-mails, and in person meetings.

The Project Team has also designated a Westside Public Information Coordinator and provided an e-mail address and phone number that anyone may use to learn more about the Plan development process.

Representatives of other agencies, nonprofit groups, nongovernmental organizations, government organizations, and the public have been invited to participate as equals during Stakeholder Input

Meetings to inform the content of the IRWM Plan. This group of participants is referred to as the **Stakeholder Group**. All interested participants have been 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 has formed a 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 IRWM Plan. The Project Team may elect to create additional subcommittees at a future time during the Plan development process.

Decision Making

The approach to decision making being used during the development of the IRWM Plan is called **facilitated broad agreement**. All interested participants have been invited to participate as equals during Stakeholder Input Meetings to inform the content of the IRWM Plan. The Project Team has been presenting content through an interactive process with the intent to reach broad agreement with the Stakeholder Group on the IRWM Plan content. The Project Team has been presenting and discussing draft information in public meetings and also providing draft documents for review, comment, and discussion. So far all decisions related to the draft Plan content have been made successfully using this approach.

If for some reason broad agreement cannot be reached between the Project Team and the Stakeholder Group related to specific items with a reasonable amount of time and effort, the Consultant Team will request that the Coordinating Committee discuss the item(s) where broad agreement cannot be reached and then vote to direct the Consultant Team on how to proceed. The CC must reach unanimous agreement on decisions brought to a vote.

Balanced Access and Opportunity for Participation

The Consultant Team has been conducting outreach, creating content and facilitating Coordinating Committee meetings and Stakeholder Input meetings. During the Stakeholder Input meetings, some of which have been webcast and/or recorded for review, all interested participants are 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 has been 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 and inviting review and comment from any interested person or organization.

Internal and External Communication

The Consultant Team has been preparing communication materials for distribution, posting on the project website, and for use by the Coordinating Committee in meetings with governing boards and other interested parties.

The Consultant Team communicates regularly with the Coordinating Committee in calls or in-person meetings that are announced and open to any stakeholder.

Project Team members have been meeting and coordinating with neighboring IRWM planning efforts, other local, state, and federal agencies.

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

Various members of the Project Team have been participating in coordination calls or in-person coordination meetings with several neighboring IRWM efforts. Members of the Project Team have also met or talked with DWR a number of times. Members of the Consultant Team have corresponded with and phoned a number of federal agencies that have interests within the Region.

Recommendations and Choices for Establishing a Governance Structure to Implement IRWM Plan

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 away from planning toward implementation and tracking.

Westside RWMG

Observations: The current structure of the RWMG which was established through an MOU with a staff led Coordinating Committee has functioned well for managing the funding and providing guidance and oversight to the Consultant Team during the Plan development process.

Recommendations:

1. Develop and execute a new MOU to establish a Regional Water Management Group responsible to support the implementation of the adopted Westside IRWM Plan according to the terms described below:
 - a. The RWMG is intended to support the activities of existing agencies and organizations within the Region in order to accomplish the objectives in the adopted Westside IRWM Plan. The primary roles of the RWMG are to foster collaboration to accomplish Plan objectives, to track and report on implementation progress, and to provide a mechanism to revise and update the Westside IRWM Plan.
 - b. Invite agencies or non-profit organizations within Region with authority or interest in water and related resources management to join the RWMG
 - c. Limit the RWMG to 9 organizations
 - d. Each signatory to the MOU commits to participate on the RWMG for a period of 5 years
 - e. Each signatory agrees to designate a primary and alternate representative to serve on the RWMG *Coordinating Committee*
 - f. Regular participation in the Coordinating Committee activities is required
 - g. Does not require contribution of funds to participate

- h. Coordinating Committee will provide guidance and oversight to an **Implementation Support Team** (described below)
- i. See Table 1 below for more details about the proposed activities, participants, and roles for implementing the Westside IRWM Plan

Roles and Responsibilities

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

- The Westside Regional Water Management Group (RWMG) – a group of up to nine agencies or non-profit organizations who are signatories to an MOU to establish the RWMG as described above
- The Westside Coordinating Committee (CC) – a committee of designated representatives (primary and alternate) of each organization within the RWMG
- The Westside Implementation Support Team (IST) – a group of professionals whom have the necessary skills to fulfill the actions listed below. The IST will have a designated **IST Lead**. This group can include individuals who are hired for this role, designated to serve this role while employed within another agency or organization within the Region, or by retaining consultants.
- The Stakeholder Group – a collection of people who choose to participate in the Westside implementation activities
- Subcommittees – 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 with an Education and Awareness Focus); Subcommittees will report and provide recommendations either to the IST or the CC depending on the topic that is being discussed.
- Project Proponents – agencies or organizations who are serving as a project proponent / project implementer in the Westside Plan

Table 1 – Activities, Participants, and Roles for Implementing the Westside IRWM Plan

Activities	RWMG	CC	IST	Stakeholder Group / Subcommittees	Project Proponents
Promote Progress on Plan objectives					
Foster collaboration	Authorize	G&O ¹ and Participate	Lead	Participate	Participate
Gather data related to progress	"	"	"	"	"
Synthesize data related to progress	"	"	"	"	"
Report on Plan progress	Authorize	G&O and Participate	Lead	Participate	Participate

Activities	RWMG	CC	IST	Stakeholder Group / Subcommittees	Project Proponents
Conduct Stakeholder Meetings					
Schedule meetings	Authorize	G&O	Lead	Support	Support
Prepare agendas	"	"	"	"	"
Prepare content	"	"	"	"	"
Facilitate meetings	"	"	"		
Prepare meeting summaries	"	"	"		
Engage Public					
Maintain e-mail list	Authorize	G&O	Lead	Support	Support
Develop content	"	"	"	"	"
Send announcements / invitations	"	"	"	"	"
Maintain Westside Website					
Update content	Authorize	G&O	Lead	Support	Support
Administer site	"	"	"	"	"
Update Westside IRWM Plan					
Receive project submittals	Authorize	G&O	Lead	Support	Submit Potential Projects
Review and update objectives	Authorize	G&O	Lead	Participate	Participate
Revise project list	"	"	"	"	"
Revise project priorities	"	"	"	"	"
Revise plan content	"	"	"	"	"
Pursue Grant Funds for Implementation					
Identify grant opportunities	Authorize	G&O and Participate	Lead	Support	Support
Select projects for inclusion in grant applications	Authorize	G&O and Decide if Necessary ²	Lead	Participate	Participate

Activities	RWMG	CC	IST	Stakeholder Group / Subcommittees	Project Proponents
Prepare and submit grant applications	Authorize	G&O	Lead	Participate	Participate
Coordinate with Related Efforts					
Coordinate with neighboring IRWM Regions	Authorize	G&O and Participate	Lead	Support	Support
Coordinate with local, state, and federal agencies	"	"	"	"	"
Foster Effective Communication					
Facilitate efficient and effective communication within implementing agencies	Authorize	G&O and Participate	Lead	Support	Support
Facilitate efficient and effective communication outside of Westside Region	"	"	"	"	"
Manage and Share Related Data and Information					
Identify the data and operational data that should be measured and managed to meet the goals and objectives of the IRWM Plan	Authorize	G&O and Participate	Lead	Support	Support
Gather the needed data and information		G&O of coordination role	Coordinate with existing agencies	Support	Support

Activities	RWMG	CC	IST	Stakeholder Group / Subcommittees	Project Proponents
Store and manage the needed information		G&O of coordination role	Coordinate with existing agencies	Support	Support
Provide access to the needed information		"	"	"	"

Finance Implementation Coordination Activities

Set annual operating budget for implementation coordination	Authorize and possibly provide funds	G&O	Lead	Support	Support
Manage expenditures of implementation coordination activities	Authorize	Lead	Support		

Notes:

1. "G&O" means provide guidance and oversight to the Implementation Support Team
2. "Decide if Necessary" means that the Project Team and the Stakeholders were not able to reach broad agreement and the Coordinating Committee will decide based on unanimous agreement.

Public Involvement Processes

- The Implementation Support Team will lead Coordinating Committee/Stakeholder Input meetings at least once per quarter to discuss relevant topics of progress on implementation of the Westside IRWM Plan. The Implementation Support Team can schedule additional meetings as desired to support meeting the objectives of the Plan.
- The Implementation Support Team will maintain and update content to the Westside website.
- The Implementation Support Team will maintain a contact e-mail and phone number for people to send comments or ask questions about the Westside IRWM Plan.
- The Implementation Support Team will maintain the Westside stakeholder e-mail list and send updates and meeting invitations as appropriate.
- The Implementation Support Team will coordinate the activities of Subcommittees including tracking of subcommittee membership, scope of subcommittee activities, and maintaining documentation of subcommittee recommendations to the Implementation Support Team and/or Coordinating Committee.

Decision Making

Decisions authorized by the Regional Water Management Group will continue to be made using facilitated broad agreement as during the development of the Plan.

All interested participants will be invited to participate as equals during Stakeholder Input Meetings to discuss implementation activities to meet the objectives in the IRWM Plan. The Implementation Support Team will set agendas, interact with stakeholders, and foster collaborative decisions as described in Table 1.

If for some reason broad agreement cannot be reached between the Implementation Support Team and the Stakeholder Group related to specific items with a reasonable amount of time and effort, the Implementation Support Team will request that the Coordinating Committee discuss the item(s) where broad agreement cannot be reached and then vote to direct the Implementation Support Team on how to proceed. The CC must reach unanimous agreement on decisions brought to a vote.

Balanced Access and Opportunity for Participation

The Implementation Support Team will conduct outreach, create content and facilitate Coordinating Committee/Stakeholder Input meetings and communicate the results of Subcommittee work. During the Stakeholder Input meetings all interested participants are invited to participate as equals in the interaction to reach broad agreement on the implementation of the Plan.

The Implementation Support Team will continue to foster dialog with Tribes and representatives of the disadvantaged communities within the Region as needed to support meeting the objectives of the Plan.

The Implementation Support Team will post meeting materials and other relevant information and invite review and comment from any interested person or organization.

Internal and External Communication

The Implementation Support Team will prepare communication materials for distribution, posting on the project website, and for use by the Coordinating Committee in meetings with governing boards and other interested parties.

The Implementation Support Team will communicate at least quarterly with the Coordinating Committee in calls or in-person meetings that are announced and open to any stakeholder.

Implementation Support Team or Coordinating Committee members will meet and coordinate with neighboring IRWM planning efforts, other local, state, and federal agencies as they relate to accomplishing the objectives in the Westside IRWM Plan.

Long-term Implementation of the IRWM Plan

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 Coordinating Committee and the Implementation Support Team will provide leadership for continuing coordination, tracking of Plan

performance, and updating of the Westside IRWM Plan. The Implementation Support Team may form stakeholder subcommittees to help focus collaboration and progress on specific topics or objectives.

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

Members of the Implementation Support Team and the Coordinating Committee will engage with neighboring IRWM efforts and continue to communicate with DWR and other state and federal agencies that have interests or could impact meeting the objectives of the Plan.

Making Changes to the IRWM Plan

- The Implementation Support Team and Coordinating Committee will review the Westside IRWM Plan at least once every five years to determine if the content of the Plan 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 Implementation Support Team and the Coordinating Committee will lead the process for revising the Plan. Once substantial revisions are made, the Coordinating Committee will request that Regional Water Management Group members and project proponents adopt the revised plan.

Updating or Amending the IRWM Plan

- The Implementation Support Team and the Coordinating Committee will invite stakeholders and project proponents at least once per year to submit additional projects for consideration to be included in the IRWM Plan. The Implementation Support Team will publicize the opportunity and process to submit new projects for consideration. The Implementation Support Team and Coordinating Committee will present and discuss the potential amendments to the project list within the Westside Plan in one or more Stakeholder Input Meetings.
- The Implementation Support Team and the Coordinating committee will invite stakeholders and project proponents at least once per year to request additions or revisions to the Plan objectives. The Implementation Support Team will publicize the opportunity and process to request that objectives be added or revised. The Implementation Support Team and Coordinating Committee will present and discuss the potential amendments to the Plan objectives in one or more Stakeholder Input Meetings.
- Amendments to the project list or Plan objectives will be published as Plan updates or amendments and will not require that the amendments updates be adopted by members of the Regional Water Management Group or project proponents in order to be considered a valid part of the adopted Westside IRWM Plan. It should be noted that adoption of IRWM Plan Updates may be required as a condition of Implementation Grant application.

Decisions Needed

1. Each of the current members of the RWMG will need to decide if they want to be members of the RWMG during Plan implementation. Some of the current members have stated that they may not elect to continue as a member of the RWMG during implementation.
2. Determine whether to invite others to participate as a member of the RWMG and if so how to extend invitation.
3. Review and suggest any desired revisions for the recommended approach to governance to support implementation of the Westside IRWM Plan.
4. Decide how to fund the Implementation Support Team activities.
5. Select and assign an Implementation Support Team Lead.
6. Decide how to staff the Implementation Support Team.