

Handout 1: Summary of Proposed Governance Structure for Implementation of the Westside IRWM Plan

The Propositions 84 & 1E IRWM Guidelines published by the California Department of Water Resources (DWR) in November 2012 state:

“The IRWM Plan must document a governance structure that ensures the IRWM Plan will be updated and implemented beyond existing State grant programs.”

There are more specific requirements (referred to as the Governance Standard) described in the Guidelines that clarify what this statement means.

“The intent of the Governance Standard is to ensure that an IRWM Plan has the structures and procedures that maximize functionality, participation in the Plan, and plan longevity.”

Highlights of Proposed Governance Structure

This portion of the document contains a high level summary of the proposed governance structure for implementation of the Westside IRWM Plan. (More details are contained in the subsequent sections of this handout.)

- Continue with a Westside Regional Water Management Group formed by a memorandum of understanding (MOU). Each existing member of the Regional Water Management Group formed to develop the IRWM Plan will be invited to participate as a member of the RWMG for implementation. Current members include 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.
- Continue with a Coordinating Committee made up of one primary and one alternate representative designated by each member organization of the RWMG.
- The Coordinating Committee will select a Chair and Vice Chair each year to provide leadership for the activities being performed by the Westside RWMG. (The Chair and Vice Chair in any given year may not be from the same organization.)
- The decisions authorized by the member agencies of the RWMG will continue to be made using the decision making approach employed during development of the Westside IRWM Plan:
 - Strive for Facilitated Broad Agreement – all interested participants will be invited to participate as equals during Stakeholder Input Meetings to discuss content, processes,

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and decisions related to implementation of the Westside IRWM Plan. When decisions are needed, the facilitator of the meeting will assess whether broad agreement has been reached. If not, discussions will continue to try and reach broad agreement.

- If for some reason broad agreement cannot be reached on a particular topic during a Stakeholder meeting, the Coordinating Committee may choose to conduct a vote among Coordinating Committee members to decide how to proceed. When a vote is required, each member of the RWMG will have one vote and a simple majority vote will determine the outcome.
- The Coordinating Committee Chair will lead Coordinating Committee / Stakeholder Input meetings as needed or necessary to discuss relevant topics of progress on implementation of the Westside IRWM Plan. The Coordinating Committee expects to schedule Stakeholder Input meetings at least once per quarter, but may cancel regularly scheduled meetings if there is not sufficient material to be discussed to warrant the meeting.
- The Coordinating Committee may form subcommittees to focus on specific topics.

What the Coordinating Committee Will Do

The main purpose of the Coordinating Committee is to provide leadership and focus toward long-term collaboration and cooperation among implementing agencies and organizations to meet the Plan objectives. The primary roles of the Coordinating Committee (on behalf of the RWMG) include:

- Promote progress toward accomplishing IRWM Plan Objectives
- Foster continued communication among stakeholders within the Region that support implementation of the Westside IRWM Plan
- Pursue grant funds to help project proponents implement projects included in the Westside IRWM Plan (Note: One or more agencies or organizations within the region will serve as a fiscal agent on behalf of the Regional Water Management Group to manage any grant funds received.)
- Conduct Stakeholder Meetings to provide opportunities for discussion and balanced access regarding Plan implementation and future updates or revisions to the Westside IRWM Plan
- Coordinate with neighboring IRWM efforts, state agencies, and federal agencies
- Track and report on progress toward meeting the Plan Objectives
- Provide a process for updating or amending the Westside IRWM Plan
- Develop an annual budget and manage funds required to fulfill the primary roles of the Coordinating Committee

What the Coordinating Committee Will Not Do

- Be responsible for implementing the projects contained in the Westside IRWM Plan
- Interfere with actions taken by local agencies to fulfill the local agencies' authorized duties

Detailed Description for Proposed Governance for Implementation of Westside IRWM Plan

Background

In 2010, four agencies and one association (one from each of the five counties within the Westside Region) agreed 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 the Westside 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 by contributions from members 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 electronic newsletter 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 via 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 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.

Recommendations 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 of progress.

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. The RWMG will continue to consist of one representative from an agency/organization in each county within the Westside Region that has authority to manage water or related resources within the county represented. Each county will be responsible to

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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 in order to form.

- c. Each signatory agrees to designate a primary and alternate representative to serve on the RWMG *Coordinating Committee*
- d. Regular participation in the Coordinating Committee activities is required
- e. Coordinating Committee will provide leadership to support implementation of the Westside IRWM Plan and may elect to establish an *Implementation Support Team* (described below)
- f. 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 three to five agencies or associations with authority to manage water or related resources within the Region (up to one for each county within the Westside Region) 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 CC will select a Chair and Vice-Chair 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 each year by unanimous approval of the Coordinating Committee. The Chair and Vice-Chair must be from different organizations.
- The Westside Implementation Support Team (IST) –the CC may choose to organize one or more administrators or professionals whom have the necessary skills to support the actions listed below. 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 – 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 with an Education and Awareness Focus); Subcommittees will report and provide recommendations to 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

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Table 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 e-mail list	Authorize	Lead	Support	Support	Support
Develop content	"	"	"	"	"
Send announcements / invitations	"	"	"	"	"
4. Maintain Westside Website					
Update content	Authorize	Lead	Support	Support	Support
Administer site	"	"	"	"	"

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Activities	RWMG	CC	IST	Stakeholder Group / Subcommittees	Project Proponents
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 ¹	Support	Participate	Participate
Prepare and submit grant applications	Authorize	Lead	Support	Participate	Participate
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	"	"	"	"	"

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Activities	RWMG	CC	IST	Stakeholder Group / Subcommittees	Project Proponents
8. Foster Effective Communication					
Facilitate efficient and effective communication within implementing agencies and with stakeholders	Authorize	Lead	Support	Support	Support
Facilitate efficient and effective communication outside of Westside Region	"	"	"	"	"
9. 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 ²	Authorize	Lead	Support	Support	Support
Gather the needed data and information		Coordinate with existing agencies	Support	Support	Support
Store and manage the needed information		"	"	"	"
Provide access to the needed information		"	"	"	"

Activities	RWMG	CC	IST	Stakeholder Group / Subcommittees	Project Proponents
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		

Notes:

1. “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 majority vote.
2. This topic will focus on data that are currently collected

Public Involvement Processes

- The Coordinating Committee Chair will lead Coordinating Committee/Stakeholder Input meetings as needed or necessary with a plan to meet quarterly, at a minimum, to discuss relevant topics of progress on implementation of the Westside IRWM Plan. The Coordinating Committee may convene additional meetings as desired to support fulfilling the objectives of the Plan.
- Due to the large geographic extent of the Region, the Coordinating Committee will provide an opportunity for stakeholders to participate remotely in the Stakeholder meetings. The opportunity for stakeholders to participate in Stakeholder meetings from a remote location could include conference calls, web interface, or other technologies that allow for reasonable interaction while the meeting is in progress.
- The Coordinating Committee will maintain and update content to the Westside IRWM Plan website.
- The Coordinating Committee will maintain a contact e-mail and phone number for people to send comments or ask questions about the Westside IRWM Plan.
- The Coordinating Committee will maintain the Westside stakeholder e-mail list and send updates and meeting invitations as appropriate.
- The Coordinating Committee will coordinate the activities of Subcommittees including tracking of subcommittee membership, scope of subcommittee activities, and maintaining documentation of subcommittee recommendations to the 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 Coordinating Committee 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 Coordinating Committee and the Stakeholder Group related to specific items within a reasonable amount of time and effort, the Coordinating Committee will discuss the item(s) where broad agreement cannot be reached and then decide by majority vote how to proceed.

Balanced Access and Opportunity for Participation

The Coordinating Committee 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 Coordinating Committee 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 Coordinating Committee will post meeting materials and other relevant information and invite review and comment from any interested person or organization.

Internal and External Communication

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

The Coordinating Committee will conduct Stakeholder Input Meetings as needed or necessary with a plan to meet quarterly at a minimum. The meetings will be announced and open to any stakeholder.

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 will provide leadership for fostering cooperation, continuing coordination, tracking of Plan performance, and updating of the Westside IRWM Plan. The Coordinating Committee 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 and the 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.)

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

Members of 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 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 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 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 or updates to projects already included in the IRWM Plan. The Coordinating Committee will publicize the opportunity and process to submit new projects (or updates) for consideration. The Coordinating Committee will present and discuss the potential amendments to the project list within the Westside Plan 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 Coordinating Committee will request that members of the Regional Water Management Group and project proponents adopt the Plan Amendments as an addendum to the previously adopted Westside IRWM Plan.

Pursue Grant Funds for Implementation

- The Coordinating Committee will research, identify and pursue grant funds that could help implement the projects and meet the objectives included in the Westside Integrated Regional Water Management Plan.
- The Regional Water Management Group 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 whom 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

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responsible to fund or complete projects for other project proponents outside of the specific commitments made in a particular grant agreement.

- The Coordinating Committee will track the amount of grant funds brought into the region to support implementation of the Westside IRWM Plan and the specific projects being funded (or partially funded) with grant funds. The CC will include this information in their annual report of Plan performance.

Finance Implementation Coordination Activities

- The Coordinating Committee will establish an annual operating budget to fulfill the roles of the Coordinating Committee. This budget will be presented and discussed at a Stakeholder Meeting.
- Members of the RWMG (and potentially other agencies/organizations within the region) may provide funds or in-kind services to fulfill the roles of the CC.
- The Coordinating Committee may direct the expenditure of implementation coordination funds for any of the roles defined for the CC.