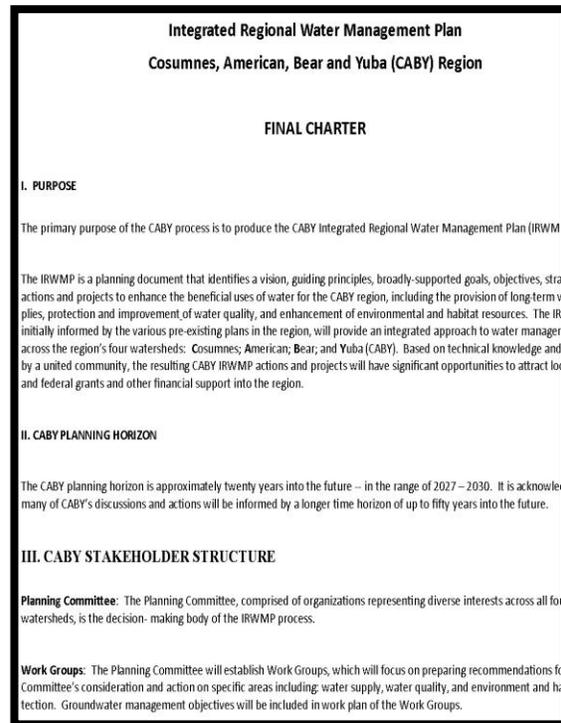


# Chapter 4 Governance

This chapter presents the CABY organizational structure and decision-making framework, as well as changes made by this IRWMP Update. It also presents the methods by which CABY identifies, recruits, and involves stakeholders and members of the public. Internal communication protocols between members of the group (e.g., committees, decision-makers, and stakeholders) as well as communications between CABY and adjacent IRWM regions, is also presented. Finally, the section describes the procedures for updating and amending the Plan in the future, as well as its adoption by member entities.



## 4.1 CABY Background and Governance History (2005–2013)

The CABY group came into being in 2005, as a result of a systematic outreach and recruitment process across the region, spearheaded largely by El Dorado Irrigation District staff. Throughout 2006, approximately 30 organizations representing water agencies, agriculture, counties, power producers, conservation groups, State and federal agencies, watershed collaboratives, business owners, and Tribes, met to consider issues of water quality, water quantity, and environmental resources within the four watersheds. The outcome of these efforts was the development not only of the original IRWMP document, but also a charter, Memorandum of Understanding (MOU), and governance framework that has guided the group since 2006.

During the preparation of the 2013 Plan Update, the group reassessed the original governance framework and made some changes to both the decision-making and governance structures. The following sections describe both the original CABY governance structures and the revised structure put in place to implement the Plan. The revised structure relies on several key components of the original framework, so both the 2006–2013 structure and the new revised structure are presented to ensure a full understanding of the evolution and new components of the CABY governance and decision-making structure.

### 4.1.1 Charter and MOU

In order to ensure organizational diversity, consistent participation, and effective management, the initial group of organizational founders, the CABY members drafted a charter that formalized the group's structure and protocols for decision-making, membership, and communication. The CABY charter, which established the organization in 2006, continues to be used to define roles, responsibilities, and participation in the CABY entity (see Appendix A - CABY Charter).

In 2007, to further formalize the institutional relationships, the CABY members signed a Memorandum of Understanding formalizing their intent and commitment to serve as the IRWM Regional Entity. The 2007 MOU also described a management structure that assigned management decision-making authority to a Planning Committee. The governance structures defined in the MOU are described below (see Appendix B - CABY MOU).

#### **4.1.2 CABY Governance Structures**

**The following sections present descriptions of the pre-2013 CABY governance components.**

##### **4.1.2.1 MOU-Based Organization**

The management structure that was defined in the Charter and MOU consisted of a Planning Committee and a Coordinating Committee, with a supporting system of Work Groups. This structure has managed the work of the organization since its inception and allows for a variety of participation modalities for CABY members. These modalities include the following categories: Planning Committee, Coordinating Committee, Work Groups, and interested parties.

The durability of the relationships formed as a result of the CABY process is reflected in the ongoing capacity of the organization to debate controversial issues and to develop specific projects to address these issues. In addition, the CABY process specifically provides for resolution of competing and conflicting interests.

In addition, initial funding for CABY was provided by the four primary water management agencies: Nevada Irrigation District, Placer County Water Agency, El Dorado Irrigation District, and El Dorado County Water Agency (NID, PCWA, EID, and EDCWA); and a management committee (Fiscal Oversight Committee) was established by these agencies to oversee the expenditure of these public funds. Table 4.1 (at the end of the chapter) illustrates the roles and responsibilities of the various committees and work groups described below.

##### **Planning Committee**

The Planning Committee (PC) is CABY's strategic planning body. PC members commit to making a good-faith effort to achieve consensus while implementing the IRWMP with the strongest support possible. Members participate in quarterly meetings, direct IRWMP-related activities, and make up to two presentations per year on projects or issues that are of interest to their respective organization and the CABY group. Members also participate in issue-specific work groups (discussed in further detail below). Members are defined as any entity which has formally adopted the Plan by Resolution.

PC members represent diverse interests across CABY's four watersheds, including all four major water purveyors with jurisdiction in the planning area, conservation groups, counties and cities, regional entities, watershed collaborators, small rural water purveyors, disadvantaged communities, recreational/business interests, national forests, and agricultural agencies (see Table 4-1, CABY PC and CC Members, at the end of the chapter). This mix of representatives is intentionally diverse and the result of considerable recruitment on the part of CABY members and consultants.

The PC is the first venue where conflicts within the group are aired and solutions sought. If differences are beyond the PC ability to solve, or if matters of policy are identified, then the conflicts are referred to the Coordinating Committee for additional discussion, problem-solving, and/or resolution.

### **Coordinating Committee**

The Coordinating Committee (CC) was established to assist CABY consultants with a variety of activities on a regular basis. The role of the CC was later expanded to approve policy development, contract oversight, and budget development, and to provide specific direction to consultants. The CC meets as required (usually every two or three months), based on the needs of the organization. The CC's additional responsibilities are to assist with technical proposals, process planning and modifications, and communications to the stakeholder group in the region and beyond. The CC played a significant role in the 2011–2013 update of the IRWMP and continues to assist with Plan implementation activities, including preparation and approval of substantive implementation proposals. The CC is the venue where conflicts within the group are resolved, after airing and seeking solutions at the PC.

The CC, as established by the PC through the charter process, consists of four water agencies and four non-governmental organizations, all of which are also PC members, their groups or entities having adopted the Plan (see Table 4.1 at the end of this chapter).

### **Work Groups**

CABY Work Groups are directed by the PC and are composed of PC members, interested parties, and volunteers who join a group based on their expertise and/or interests. (See Table 4-2, Committees and Work Groups – Roles and Responsibilities, at the end of this chapter.) Work Groups have, since the initial days of CABY, been integral to the work and relationship-building of the organization, with the majority of the CABY PC-initiated tasks occurring in Work Group sessions. The Work Groups convene as needed to address specific management topics and concerns such as water supply, water quality, and environment and habitat protection. Work Groups are open to members both inside and outside the CABY region in order to address the interregional nature of many issues.

Work Groups convened over the course of the 2006–2013 period include: Western Placer Creeks, Working Landscapes, Watershed Function and Health, Citizen Stewards, Water Supply, Climate Change, and Mountain Meadows. Work Groups established to support update of the IRWMP included: Goals/Objectives, Land Use, Climate Change, Performance Measures, Governance, and Project Development. These Work Groups supported CABY's annual Plan update process and developed a variety of specific project proposals for inclusion in the 2013 update of the IRWMP project and implementation chapters. The Project Development Work Group was integral to the creation of large-scale multi-stakeholder, multi-objective projects that focus on regionwide issues such as fish passage, working landscapes, and water supply.

New Work Groups are convened when necessary, as directed by the PC.

### **Interested Parties**

Interested parties receive all CABY meeting notices and materials, attend meetings (in some cases regularly), participate in discussions, and are invited to participate in CABY project development activities. They do not, however, participate in the formal decision-making process of the organization. All interested parties are encouraged to adopt the IRWMP, as adoption moves them to a member status and enables both voting and submittal of projects for inclusion in the Plan.

Development of the initial IRWMP included significant public outreach throughout the planning process. CABY developed a public and stakeholder participation plan to outline the process by which the CABY region was to inform and seek input from a diverse audience. The outreach plan also sought to ensure

ultimate Plan adoption by Planning Committee member organizations and other interested parties, by involving stakeholders from the beginning of the update process. It is important to note here that CABY distinguishes between stakeholders (i.e., groups and entities with an interest in water management) and members of the public (i.e., individuals who live in the region and do not represent individual groups or specific interests).

### **Fiscal Oversight Committee**

The Fiscal Oversight Committee was established after regional water agencies committed initial funds to the CABY IRWMP in 2007. The committee met as required to administer public funds and was made up of one board member from each contributing agency, with an alternate staff person. It also recommended spending allocations and budgeting of water agency contributions for the CABY IRWMP. The committee dissolved in 2012 following receipt of the planning grant and allocation of remaining funds to support future Implementation Grant application efforts on behalf of participating water agencies.

#### **4.1.2.2 Non-profit Corporation**

While the MOU-based governance proved to be effective and durable, the long-term sustainability of the organization required a more diverse and flexible funding mechanism. Despite the effectiveness of the PC and CC in implementing the IRWMP and continuing to develop regional relationships and projects, the CABY organization required the ability to manage project implementation, enter into contracts, minimize personal and organizational liability, provide fiscal sponsorship in a fundraising context, and provide a vehicle to pursue funding from a variety of sources. Throughout 2008, the PC evaluated two possible long-term structures: a Joint Powers Authority (JPA) and a non-profit corporation. This discussion was held at every level within the CABY membership and stakeholder structure (individual member organizations, the CC, the PC, the Fiscal Oversight Committee, and with the boards of several of the water agencies).

As a result of these discussions, the Planning Committee determined that it would form a non-profit corporation, based on the CABY Charter, as the central fundraising and contract administration entity. In 2009 CABY founded a non-profit, tax-exempt corporation to serve in this role. In 2011, this non-profit corporation (the CABY Regional Water Management Group, or CABY-RWVG) applied for, and received the Proposition 84 - Round 1 planning grant; since then, the CABY-RWVG has been administering the contract with its own Board of Directors.

#### **4.1.2.3 Joint Powers Agreement/Authority**

Also in 2009, a draft Joint Powers Agreement (JPA) was prepared for discussion by the PC and potential adoption by the public agencies on the PC. The draft JPA described the various roles of the non-profit organization and the public agencies when, and if, such an entity was deemed necessary. The JPA was drafted to create more flexibility for attracting and managing funds, and to serve as fiscal agent for public funds and Lead Agency for projects. During this timeframe, the JPA was not executed and set aside, but the determination was made that no formal follow-up would be undertaken until such time as the structure was needed, either for funding or decisions-making/governance purposes.

### **4.1.3 Membership**

The 54 agencies and organizations that have adopted the CABY IRWMP and participate in the Planning Committee clearly represent the majority of water management authorities and stakeholders in the

region. The CABY organizational structure provides a wide range of opportunities for participation. Members within the region have had the opportunity to participate at the level in intensity that best suits the needs, capacity, and interests of their organization—from simple notification of meetings and meeting outcomes to participation in the day-to-day management of the organization. Work Groups continue to draw participation by the largest number of non-members, not only contributing of the quality of the products of Work Groups, but also to the understanding of concerns of the larger community and mechanism to welcome new people into the network.

As discussed above, CABY’s Planning Committee (PC) collaborates on planning efforts for the IRWMP and acts as the primary decision-making body for all IRWMP-related activities. Membership in the PC is based on adoption of the IRWMP, although all regional entities are free to participate in meetings.

The Coordinating Committee provides process planning, technical proposals, and communications to the stakeholder group in the region and beyond. Membership in the CC is based on a specific formula – four water agency representatives and four non-governmental representatives. At present, membership is: Nevada Irrigation District, Placer County Water Agency, El Dorado Irrigation District, El Dorado County Water Agency, American Rivers, South Yuba River Citizens League, the Sierra Nevada Alliance, Bill Center, and The Sierra Fund.

CABY continues to target recruitment efforts to increase agriculture, Tribal, business, and Cosumnes River watershed representation in the PC. CABY members also continue to explore ways to engage these interests in the activities of the organization with a particular focus on project development as an incentive and opportunity to participate in focused and direct work and eventual membership in the organization.

#### **4.1.4 Decision-making Framework**

The Planning Committee and Coordinating Committee strive for consensus (agreement among all participants) in all decision-making. Working toward consensus is a fundamental principle of the CABY process. The original Plan was developed through this consensus-based decision-making structure, and is implemented in this way.

All PC members (i.e., Plan adoptees) are eligible to participate in any CABY consensus process. Non-members are free to participate in conversations, bring issues to the group, make presentations, and join in project design and integration activities. However, to take part in formal consensus decisions or votes and to be a formal sponsor or partner in a project, an entity must adopt the Plan.

For those occasions when a specific vote is needed, such as approving contracts, providing specific direction to CABY Consultants, approving budgets, the CC will do so by a count of ‘yes’ and ‘no’ votes.

Action notes from all meetings of the PC and CC are taken and posted on the CABY website for members that may have been unable to participate in any given meeting.

### Language from the Charter

1. **Consensus as the Fundamental Principle:** The Planning Committee shall strive for consensus (agreement among all participants) in all of its decision-making. Working toward consensus is a fundamental principle of the CABY process.
2. **Definition of “Consensus”:** In reaching consensus, some Planning Committee members may strongly endorse a particular proposal while others may accept it as “workable.” Others may be only able to “live with it.” Still others may choose to “stand aside” by verbally noting a disagreement, yet allowing the group to reach a consensus without them if the decision does not affect them or compromise their interests. Any of these actions still constitutes consensus.
3. **Less than 100% Consensus Decision Making:** The Planning Committee shall not limit itself to strict consensus if 100% agreement among all participants cannot be reached after all interests and options have been thoroughly identified, explored, discussed and considered. Less-than-consensus decision-making shall not be undertaken lightly. If, after full exploration and discussion, the Planning Committee cannot come to 100% agreement, it will use the less-than-consensus decision-making protocols as described below. For proposals or the Plan to be endorsed by the Planning Committee, it must pass the two tests identified below, in the order as presented. This means that the Plan first has to meet the first test (a) before the second test (b) can be applied.
  - a. **Broad Support of the Planning Committee Membership:** The Plan must be endorsed by a 75% supermajority of the total number of *active* members of the Planning Committee. (In other words, the Plan cannot be opposed by more than 25% of the total number of *active* members of the Planning Committee.) *Active* participation is defined in item 4 below.
  - b. **Representation from Major Interests:** The above 75% supermajority must include three of the four following public agencies: El Dorado Irrigation District; El Dorado County Water Agency; Placer County Water Agency; Nevada Irrigation District; and three of the four following non-profit organizations: Sierra Nevada Alliance; *Natural Heritage Institute [subsequently replaced by the Sierra Fund]*; South Yuba River Citizens League; American Rivers.
4. **Definition of Active Participation by Planning Committee Members:** Active participation means regular attendance at Planning Committee meetings; regular participation in at least one Work Group or ensuring that a designee of the Planning Committee member’s organization participate in a Work Group under the Planning Committee member’s close guidance; and reviewing planning and other written documents before discussions or decisions will held. It is understood that occasionally Planning Committee members may need to miss Planning Committee and / or Work Group meetings. If there is a question as to whether a Planning Committee member should be considered “active” for purposes of decision-making, the Coordinating Committee will make that determination.

Since its inception, CABY has not had less than 100 percent consensus and has not invoked the 75 percent super-majority vote. The Plan was developed through this consensus-based decision-making structure, and continues to make most of its decisions in this way.

Additionally, the PC uses an agenda that includes an “informed consent” item. The “informed consent” item is used in the same way that a consent agenda is used in the public sector. That is, any item on the list may be pulled for additional discussion, but if the group as a whole agrees to accept the “informed consent” portion of the agenda, those items are considered to be formally acted upon and become part of the public record as a CABY decision.

### **4.1.5 Competing Interests**

CABY stakeholders recognize that scarcity, either real or perceived, can lead to a competitive atmosphere that has a tendency to degrade collaborative processes. Conflict can arise from such circumstances, particularly if stakeholder interests are not clearly identified and if protocols are not developed for minimizing the impact that ‘conflicts’ can have on the entire CABY IRWM planning and implementation process. The original CABY IRWM planning effort was jointly conceived and initiated by a broad coalition of stakeholders, and the deepening and strengthening of relationships over the years has created an inherent confidence that the CABY Plan, governance structure, and founding Charter will serve as a strong guide to reach understanding of each of the resource conflict issues identified thus far.

CABY stakeholders identified three primary working relationship components that are actively utilized to identify, discuss, resolve, and proactively reach solutions amongst competing interests wherever possible: 1) project-level discussion, 2) watershed-level discussions, and 3) Work Group activities.

#### **4.1.5.1 Project-level Discussions**

The CABY stakeholders have developed a process for identifying new projects and modifying existing projects that is specifically oriented toward early identification of possible conflict. These conflicts are typically the result of competing or incompatible interests, or differences of opinion about approaches or methodology. Individual sponsors develop their projects based on a mix of internal priorities and interactions with other CABY stakeholders and possible project partners. This early collaboration results in problems or issues being discussed very early in the development of a project. In this way, the project can be refined and additional project partners identified to assist in developing a multi-objective approach to project design and development.

CABY has also developed a formal conflict-resolution process to resolve disputes or differences of opinion about project-specific issues within the existing governance structure. This process includes initial steps to resolve the dispute amongst the project proponents themselves, followed by a facilitated discussion at the CC level, followed, if necessary, by consideration and action at the PC (i.e., the PC attempts to resolve the issue via consensus and, if that is not possible, then uses the 75 percent super-majority vote option).

#### **4.1.5.2 Watershed-level Discussions**

CABY’s collaborative process and data gathering efforts have led the group to identify competing interests and issues at a watershed scale. The CABY PC is the venue in which all issues and related projects are discussed and evaluated. These discussions serve to ensure that all possible project partners have been identified, that the IRWMP goals and objectives have been met, that multiple perspectives are brought to both individual and Work Group project design, and that potential issues or conflicts are addressed in a transparent and collective venue. Examples of topics that have been identified as resulting from competing interests are: dam/reservoir installation and removal, introduction of anadromous fish above area reservoirs, removal strategies for mercury contaminants, fuel load reduction and forest management strategies, and how to balance the significant needs of Disadvantaged Communities (DACs) with their limited capacities. These issues have been and will continue to be discussed at all levels of the CABY structure (i.e., CC, PC, Work Groups, etc.).

#### **4.1.5.3 Work Group Activities**

The Work Groups serve as a venue for the design of large-landscape, regional, multi-stakeholder, and multi-objective projects. The groups are comprised of diverse stakeholders, often with very divergent perspectives on resolving the identified resource and water issues of the region. These groups have intentionally been organized to ensure that multiple perspectives are brought to project design and to create a venue where candid, energetic, and free conversation is both encouraged and expected. Projects that emerge from this process have wide levels of stakeholder buy-in and support, and typically have numerous partners. Projects developed in the Work Groups have consistently focused on issues of controversy and utilized the divergent opinions to design projects that will either answer hard questions (such as pilot projects) or which include a consensus-based approach to project implementation.

Throughout the Plan update process, CABY members and consultants have worked to develop regionally focused multi-stakeholder, multi-objective projects. Stakeholder outreach has been an important part of this effort. Through this outreach, using the Work Group structure, CABY consultants and members have worked with DACs and small non-profits and water agencies that do not have sufficient funds for detailed project design to assist them with development of work plans, schedules, and budgets for their respective projects.

Participation-related time commitments and responsibilities vary widely depending on the Work Group or activity, as well as the relative urgency of the issue with which the group is dealing. Rather than meeting based on a fixed schedule, the Work Groups meet as needed. In some cases Work Groups have met several times a month for several months and then might not meet again for a year. In other cases the groups might meet monthly, while a once-a-year meeting schedule has been adopted for some groups which do not need a greater frequency. The meeting frequency is dictated by the group, not by the PC or CC, although the PC will occasionally request a group to meet to take up a particular issue, project, or conflict.

Using the Work Group structure, combined with extensive collaboration between project sponsors and proponents, CABY has developed a series of integrated projects that exemplify the possibilities for creation of multi-stakeholder, multi-objective projects. The majority of the projects included in the successful 2013 Proposition 84, Round 2 Implementation Grant package exemplify this multi-stakeholder, multi-objective strategy.

The El Dorado County Small Scale Hydro Development Program is serving as a pilot project for all the CABY water agencies – to demonstrate the viability of this type of project both from a practical and economic perspective. All of the CABY water agencies have participated in the discussions that resulted in the selection of this project, a demonstration of collaborative project selection with a higher purpose.

The Water Efficiency, Water Quality and Supply Reliability in the CABY Region project evolved from detailed discussions and extensive collaboration between the Nevada Irrigation District and Placer County Water Agency which will result in the installation of critical system interties, coordinated canal lining, and installation of gauging stations to ensure system operational flexibility and efficiency.

The Wolf Creek Restoration Project: Restoration, Stormwater Source Control, and Flood Management grew out of five individually proposed projects that were intentionally integrated through an intensive collaborative process into a single, coherent, multi-benefit project involving four partners – American Rivers, the City of Grass Valley (a DAC), the Wolf Creek Community Alliance, and the Sierra Native Alliance.

With the Meadow Restoration, Assessment and Prioritization in the American, Bear, and Yuba Watersheds, project partners will improve the ecological integrity of six meadows and will assess and prioritize remediation projects in more than 50 additional meadows. This project grew out of sustained and purposeful integration efforts of individual applications by the various partners which include: South Yuba Rivers Citizens League, American Rivers, U.S. Forest Service, American River Conservancy, Yuba Watershed Institute, and the Sierra Native Alliance.

The CABY Mercury and Sediment Abatement Initiative likewise grew out of the submittal of seven individual projects which were purposefully integrated through extensive joint planning and redesign activities by the project sponsor, the Sierra Fund, and the six partners: Tahoe National Forest, South Yuba Rivers Citizens League, Yuba Watershed Institute, Bureau of Land Management, Nevada Irrigation District, and the Sierra Native Alliance.

#### **4.1.6 Organizational Support and Funding**

The El Dorado Irrigation District acted as fiscal agent during CABY's initial planning period from 2005-2007. In late 2006, the four primary water agencies in the region – Nevada Irrigation District, Placer County Water Agency, El Dorado Irrigation District, and the El Dorado County Water Agency – made a three-year financial commitment (2007–2009) to support the CABY organization as it sought funding for project implementation and organizational capacity building. From 2006 through the end of 2011, the Nevada Irrigation District acted as fiscal agent for CABY for the distribution of public funds contributed by the water agencies. Careful management of the contributed funds resulted in CABY support through the end of 2011, a total of five years of funding.

#### **4.1.7 Accomplishments of CABY: 2006 - 2013**

The collaboration between regional water managers that has resulted from their involvement in CABY is substantive and has generated significant benefits and accomplishments:

- Joint project development and strong project integration
- Successful implementation funding grants in both Rounds 1 and 2 of the Proposition 84 funding cycle (totaling \$8,740,535 in grant-provided funding to support implementation of \$11,953,376 in CABY projects)
- In-depth discussions about options for joint response to climate change
- Integration of strategies to reduce GHG emissions
- Collaboration in Work Groups
- Challenging discussions with CABY members with respect to key goals and objectives for management of water for beneficial uses
- Support by the larger water agencies for the efforts of local DAC water suppliers
- Discussions of local water management options in times of emergency (such as the 2012 collapse of the Bear River Canal)
- Development of strategies for infrastructure improvements to enhance water management and emergency response
- Discussions about the nexus between local restoration efforts and water management strategies have and are occurring within the CABY system

CABY activities and outreach support sustained with durable participation and attendance of a wide variety of stakeholders with divergent capacities and interests – water managers and purveyors, environmental and social organizations, public agencies (federal, State, and local), regional entities, and

the general public. Participation at all levels of involvement has remained consistent. Additionally, sustained recruitment across the region has resulted in an average of three new organizations joining CABY each year, increasing DAC participation substantially from initial levels.

CABY has continued to focus on collaboration and project development and integration, while individual members assist the group in obtaining project-level funding. This approach has allowed CABY to focus on an array of projects, ensuring a holistic water management portfolio that includes small-scale, issue-focused projects, as well as regionwide, landscape-level/high-level projects.

The level of collaboration within CABY has served as a model statewide for the potential offered by bringing diverse stakeholders to a central forum. Issues of substantial controversy, such as dam installation and removal, and reintroduction of salmon above Folsom Lake, have been openly, actively, and constructively discussed in PC meetings. Water agencies and land use planners in the region enjoy a high degree of collaboration; and the PC serves as a forum for discussion that deepens and enhances these relationships and collaborative planning efforts.

Additionally, the strong relationships that have formed within the various CABY Work Groups has led to the development and funding of projects that involve multiple stakeholders in high-impact, multi-objective projects. Many of the CABY multi-stakeholder, fully integrated projects have been funded outside of the DWR funding base (by such entities as the Sierra Nevada Conservancy, the National Fish and Wildlife Foundation (NFWF), and the Federal National Recovery and Reinvestment Act of 2009) as part of an intentional strategy to broaden the ability of the organization to foster diversified funding of projects that implement the IRWM. A cross section of these funding successes is shown below:

- American Rivers (funded through NFWF): This suite of projects developed by American Rivers, by tiering off the existing and newly developed Mountain Meadows projects included in the 2008 and 2013 Plans, have been funded for implementation by the National Fish and Wildlife Foundation. These projects have advanced both the science and direct restoration of Mountain Meadows throughout the CABY regions (as well as in adjacent regions).
- Humbug Creek Watershed Assessment and Management Plan: This collaborative project between State Parks and The Sierra Fund (working with many partners including from the South Yuba River Citizens League, the CA Department of Toxic Substances, the CA Abandoned Mine Lands Unit, and more) is focused on assessing and finding strategies to reduce discharge of sediment and mercury from this historic hydraulic mining pit at the Malakoff Diggins State Historic Park. This project, funded by the Sierra Nevada Conservancy and a variety of foundations, is in the process of developing final plans that will serve as the project description, and will be ready to proceed with environmental review under CEQA in spring 2014.
- Combie Reservoir Mercury Removal Project (funded through the Sierra Nevada Conservancy): This project is pioneering efforts to maintain reservoir capacity and improve water quality by removing and treating mercury-laden sediments from their reservoir on the Bear River. NID's project partners with the U.S. Geological Survey to ensure that this project includes the highest quality monitoring and scientific review, enabling it to serve as a pilot project for management and technological practices.

All of the major stakeholders in the region with responsibility for or interests in water management issues are represented in the CABY collaborative, decision-making structure, the Coordinating Committee, the Planning Committee, and the Work Groups, as discussed in Section 4.1 above and illustrated in Table 4-1, CABY PC and CC members, at the end of the chapter. This representation

includes major water agencies, small rural water purveyors and community service districts, federal land management entities, counties and cities, and a variety of non-profit organizations with specialized focus on watershed management, resource protection and restoration, and conservation.

This diverse spectrum of stakeholders ensures that divergent opinions, strategies, and methodologies are fully discussed as management issues arise. The group has successfully pursued two DWR/IRWM planning grants and two Implementation Grants. Additionally, emerging issues of climate change (e.g., new water storage, in-stream water needs, fish barriers) and extensive project integration have all been discussed and assimilated into the CABY Work Group structure which is a key aspect of the ongoing functioning of the CABY group.

CABY has, since its inception and as specifically mandated by its governance structure, focused much of its energy and activity on specific development of regional-scale projects that are integrated across issues, stakeholder interests, and beneficial project impacts. This strategy has been a driving force in deepening regional relationships, increasing levels of cross-stakeholder group coordination and collaboration, and supported membership interactions since 2006.

## **4.2 Revised Governance Structure**

Over the course of preparing this Plan Update, the CABY-RWVG (a non-profit organization) has administered the process through its contract agreement with DWR. As part of their administration, the RWVG members attended CABY PC, CC, and Work Group meetings, both as active CABY member participants and in their roles as board members of the RWVG. In this way, the administration of the contract with the consultant was informed both by the agreement with DWR and by the board members' active participation in the development of the Plan itself.

As part of the 2013 Plan Update process, the non-profit board, individual CABY members, and Work Groups identified several areas where the original governance structure could be improved to more adequately address the current needs of the organization. For example, it was determined that certain management decisions required a voting body, including such diverse topics as: inclusion of projects in the Plan, development of funding applications for Proposition 84 implementation funds and other funding opportunities, development of policies, amendments to the Charter and to the Plan, clarification of CC roles and responsibilities vis-a-vis contract and consultant oversight, and other similar activities. Similarly, it was determined that a decision-making body was needed within the existing governance structure.

The CABY IRWMP governance process continues as an open process, meaning: 1) all meetings of the CABY process are open to the public; 2) Coordinating Committee and Planning Committee agendas are sent out in advance of the meetings and posted on the CABY website; and, 3) at each meeting the public is given an opportunity to comment.

### **4.2.1 Components of New Governance Structure**

The new governance structure includes several components of the previous framework (the PC, CC, and Work Groups, as well as the CABY-RWVG) and adds a new component – a CABY JPA or other legal entity that includes the public agency members of CABY, hereafter referred to as CABY JPA. Additionally, within this framework, the roles and responsibilities of several of the component entities (namely the PC and the CC) are changed. The following sections describe both the framework itself and the changes in roles and responsibilities.

In this revised structure, the Planning Committee will continue to oversee the following tasks:

1. Content of the IRWMP (e.g., updates and amendments)
2. Emerging planning issues as well as refinement to existing issue characterizations
3. Revisions to goals and objectives as well as performance metrics
4. Overall organization strategy and planning directions
5. Advise and make recommendations to the Coordinating Committee

As stated above, the CC will become the formal decision-making body for CABY, making final decisions on such topics as: Project inclusion in Plan revisions, pursuit of implementation and organizational funding, policy development, revisions to governance processes and procedures, and consultant/contract oversight and administration. In this model, the selection process for the CC will change to appointed positions by the CABY JPA and the CABY-RWMG. The CC will welcome strategic guidance from the PC, and give direction to staff or consultants developed by consensus within the appointed CC members.

In the aggregate, these revisions continue to accomplish established CABY goals to provide a comprehensive governance structure with public agency oversight of public funds, non-profit corporation oversight of private/foundation support, and specific management and decision-making authority (see Governance Structure diagram below). Under this structure, the expectations of the CC are guided by the PC and the purpose of the CC is to implement the will of the PC. The Planning Committee remains the main planning body and primary decision-making body for IRWMP-related activities and issues, and provides input to the Coordinating Committee.

### **4.2.1.1 New Joint Powers Authority (CABY JPA)**

CABY leadership did not immediately adopt the CABY JPA that was drafted in 2009, instead preferring to spend more time identifying all aspects of possible changes to the governance structure. A CABY JPA was considered as a potential tool that might provide more transparency for the water agencies and other public entities in helping to clearly define their role in the CABY to the general public. A CABY JPA in conjunction with the CABY-RWMG might also help direct funds from government sources such as rate-payers or State bond funds toward specific integrated projects. The goal of any change in governance, such as creating a CABY JPA, would be to continue to refine and improve the effective governance in this unusually broad IRWM. The membership of any future CABY JPA(s) will be determined by the various public agency stakeholders who are members of CABY as the process moves forward.

### **4.2.1.2 New Non-Profit Leadership Selection Process (CABY-RWMG)**

The CABY-RWMG non-profit Board of Directors will be re-formed as part of this Plan update effort. Under this new process, the existing CABY PC chooses the board members and officers of the CABY-RWMG organization, which currently totals six board members. The officers and members of the board then select the individuals to serve as representatives of the non-profit stakeholders on the CC. The by-laws of the non-profit will be updated to reflect this revised board member selection strategy.

### **4.2.1.3 Planning Committee**

The PC still remains the main planning body for IRWM-related activities and issues, and provides input to the Coordinating Committee. It is composed of all agencies and groups that have passed resolutions

in support of the CABY Plan. The PC will be primary advisors to the CC and will provide key content, strategy, and operational support to the CC.

#### **4.2.1.4 Coordinating Committee**

The CC approves contracts, budgets, and policies, and provides direction to CABY consultants, while continuing to provide planning, technical expertise, and communications to stakeholder groups in the region and beyond. The CC is comprised of four representatives of the CABY-RWMG (non-profit), who administer and manage funds granted by non-State sources (e.g., foundations), and four representatives of the public agencies that are members of CABY, who administer and manage funds granted by public agencies. There must be an equal number of members on the CC representing the CABY JPA or agency signatories and the non-profit stakeholders chosen by the CABY-RWMG.

#### **4.2.1.5 Work Groups**

Work Groups are formed by the PC and serve as a way to coordinate activities on specific tasks or plans with the goal of involving the various members and stakeholders of the region. As described in Sections 4.1.2.1, Work Groups, and 4.1.5.3, Work Group Activities above, the roles and membership/composition of Work Groups remain issue-focused, open for participation by CABY members and non-members alike, and provide support and content to the core of CABY PC and CC discussions and deliberations.

### **4.2.2 Representation on CABY JPA and Non-Profit Entities**

To maintain equal representation on the CC, it is recommended that public agency members of CABY should form a CABY JPA (or a similar entity), and appoint four of its members to the CC. The other four members of the CC should be appointed by the CABY-RWMG board. All elected representatives must be members of CABY (i.e., have adopted the IRWMP).

### **4.2.3 Regional Representation in Membership of CABY JPA and Non-Profit Entities**

The 48 agencies and organizations that have adopted the CABY IRWMP and participate in the Planning Committee clearly represent the majority of water management authorities and stakeholders in the region. The CABY organizational structure provides a wide range of opportunities for participation. Members within the region have the opportunity to participate at the level in intensity that best suits the needs and interests of their organization, from simple notification of meetings and meeting outcomes to participation in the day-to-day management of the organization. Work Groups continue to draw participation by the largest number of non-members in order to both understand the concerns of the larger community and to welcome new people into the network.

### **4.2.4 Decision-making Process**

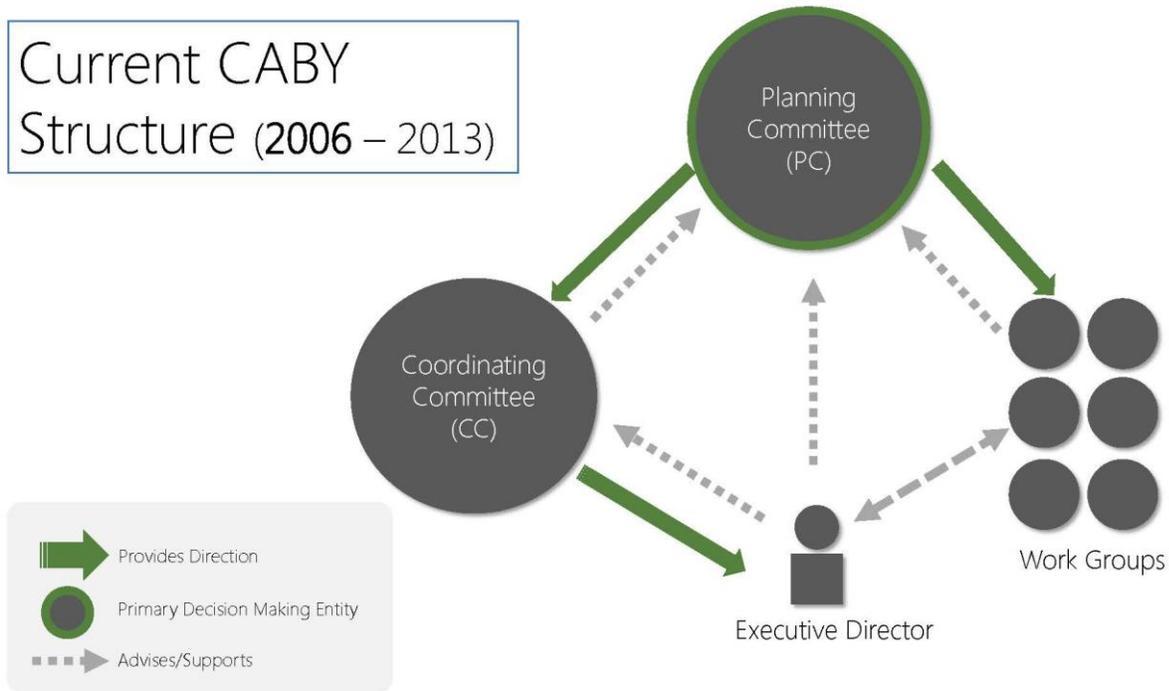
The consensus decision-making approach used throughout CABY's previous activities will continue to be the operative process. The Charter provision for a 75 percent majority to resolve situations where no consensus can be reached will also remain in place, unless or until it is modified by future actions of the group. Thus, while the forums in which decisions are reached have changed somewhat, the basic approach to ensuring broad agreement within the stakeholders remains a core principle of group decision-making.

In November 2013, the PC approved a process for revising the 2007 MOU and the 2006 Charter, refining certain management and decision-making authorities to reflect the new governance structure as

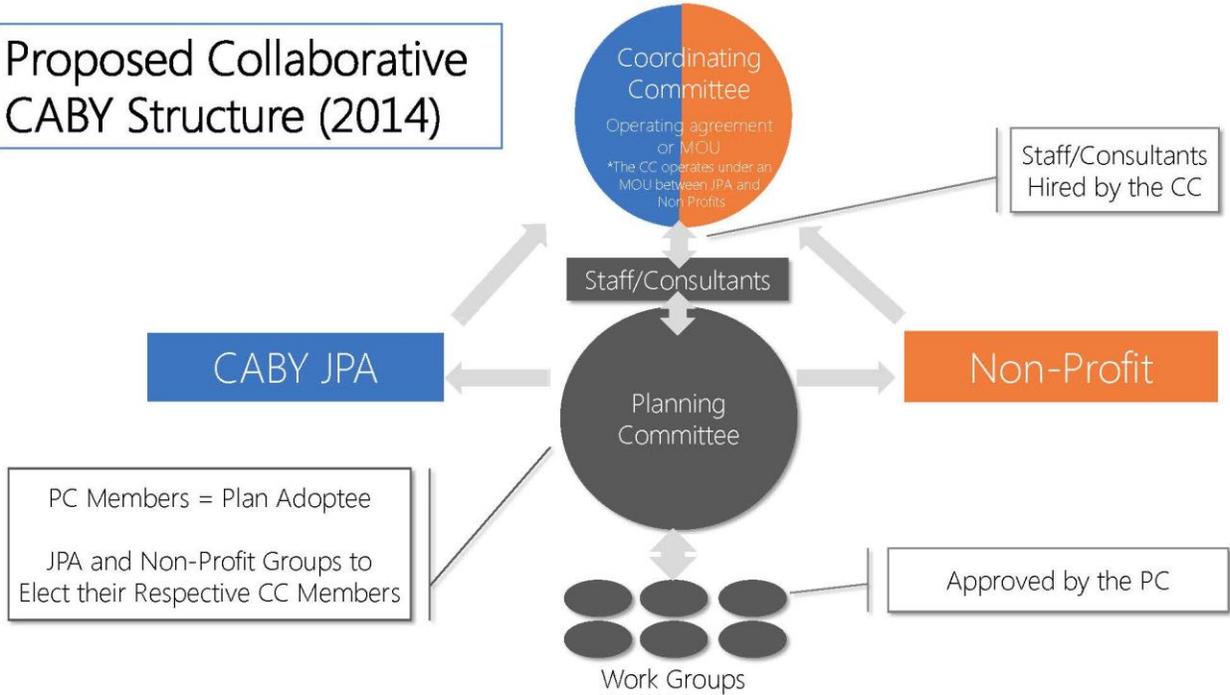
described herein. The process will begin during Plan finalization and be accomplished as a high-priority implementation action.

These revisions, when accomplished, will continue to accomplish established CABY goals to provide a comprehensive governance structure with public agency oversight of public funds, non-profit corporation oversight of private/foundation support, and specific management and decision-making authority.

Current CABY Structure (2006 – 2013)



Proposed Collaborative CABY Structure (2014)



## **4.2.5 Communication Protocols and Processes**

### **4.2.5.1 Internal CABY Communication**

#### **Information Sharing – Internal**

CABY has developed a number of methods for sharing information within CABY. Formal methods of communication include the CABY and SWIM websites (discussed in more detail in Chapter 15, Technical Analysis and Data Management, and (updated and enhanced as part of the 2013 Plan Update process), PC/CC/WG meetings, and emails or notices sent to CABY members.

CABY members can make individual presentations as often as twice annually before the Planning Committee to explain their activities for the year, their priorities for the coming year, and the research and data results for ongoing projects. CABY consultants and individual member group representatives make presentations to member organizations' boards as requested, with a summary of the status of regional management issues.

A wide array of data and information was collected during the CABY planning process and continues to be collected through project development and IRWMP implementation. This includes maps, reports, time series data, and other information. CABY has made this information available to its members and interested parties, via both the CABY and SWIM websites. The CABY website ([www.CABYRegion.org](http://www.CABYRegion.org)) continues to be important to the public outreach effort. Meeting announcements and materials are posted online, along with project development information, meeting summary notes, project application forms, consultant contact information, and electronic versions of the IRWMP and CABY annual reports. In addition, CABY members use the website to post project information for review and public comment.

Members of the Planning and Coordinating Committees continue to contribute names of organizations, agencies, and individuals to help the outreach effort, with special emphasis on the agricultural community, local Tribes, DACs, and organizations in the Cosumnes River watershed. The interested parties list is broad and includes anyone who wants to stay informed about the development and outcome of the CABY IRWM planning effort. This list, while extensive, continues to expand as CABY consultants and members interact with individuals and organizations throughout the region via conferences, workshops, and meetings organized by member groups and others for various reasons (e.g., Sierra Nevada Conservancy Conference, the Rangeland Coalition Summit, workshops organized by community groups on climate change or water quality, etc.).

#### **Information Sharing – General Public**

The CABY IRWMP planning and implementation efforts are open processes. CABY meetings are open to the public; agendas are sent out and posted on the CABY website, along with meeting materials, at least one week in advance of meetings; meeting summary notes are sent out and posted on the website after each meeting; and the public is given an opportunity to participate and provide comments at the Planning Committee meetings and through the CABY website ([www.cabyregion.org](http://www.cabyregion.org)). Public comments and feedback are discussed at Planning Committee meetings or, if necessary, at Coordinating Committee meetings.

CABY staff/consultants send out frequent emails to members and interested parties. The email includes a meeting calendar, IRWMP-related announcements, and informational articles of interest. Member

groups and interested parties, in turn, inform their constituents of anything that is of particular interest to them.

To date, CABY has had very limited participation by the general public. Conversations indicate that many public interests are represented by the diverse groups that make up CABY and that the general public does not perceive the need to participate on an individual basis. CABY PC continues to strategize methods for engaging a wide public interest and participation in the IRWM process.

### **4.3 Collaborative Processes Used to Establish Plan Objectives**

Chapter 9, Issues and Objectives, presents a complete description of the process used to develop the Plan objectives. In brief, CABY formed a Work Group made up of PC members who were tasked with developing an initial set of objectives. The Work Group determined that presenting the Issues discussion in association with the Goals and Objectives would provide a clear connection between, and rationale for, the development of each individual objective. The Work Group debated a variety of strategies for creating a programmatic structure to support identification of objectives and ultimately determined that a set of programmatic-level goals would be developed to provide a focus for identification of topically specific objectives. The Work Group then spent numerous work sessions developing a full complement of goals, objectives, and measurable outcomes. The Work Group intentionally set a high bar, in terms of measurable objectives, to ensure systematic and aggressive implementation of the Plan. The products were brought to the PC several times during the work effort. At each PC meeting, the group refined and evaluated the goals, the objectives, and the measurable outcomes. The final chapter represents the collective thoughts and consensus opinion of the PC and the Work Group.

### **4.4 Ongoing Implementation Actions**

#### **4.4.1 Plan Adoption**

Under the policy initially adopted by the PC in 2009 and confirmed via the process of preparation of this Plan and revisions to the governance structure, organizations/agencies/groups must adopt the Plan in order to be part of the PC/CC governance structure. Further, project sponsors or proponents are not able to submit projects for funding through the IRWMP unless they are PC members. That is, to submit a project for funding the sponsor must have adopted the updated IRWMP document. There are some allowances made for groups that may be unable to adopt (e.g., the Forest Service, Tribal entities).

The Charter currently stipulates that the Plan will not be forwarded to adopting organizations until the PC endorses the Plan using the consensus decision-making process identified in the Charter (consensus, or a 75 percent super-majority if consensus cannot be reached). This process can be revised as necessary based on the decision-making process identified by the group.

During its deliberations on the Plan update, the PC determined that re-adoption of the updated Plan is at the discretion of the individual stakeholders; however, adoption of the updated Plan will be required in order to submit a project implementation application through CABY after adoption of the 2013 Plan. Proof of adoption would be in the form of a written resolution.

#### **4.4.2 Interim Plan Update Process**

Under the revised governance structure described in Section 4.2 above, the Planning Committee is the body which will initially consider any needed updates to the Plan. Recommendations for either update

or amendment can be brought to the PC through the CC, WGs, or suggestions by individual members. Interim changes could include: annual updates to the project list, identification of emerging issues or conflicts, refinements to the governance structure, update of the CABY IRWMP adoptee list, documenting outcomes of Plan performance and project performance monitoring, documentation of data management activities, or updates on implementation activities. These interim changes would take the form of appendices to the document. These appendices would then get integrated into the full document as part of a formal Plan Amendment process. At minimum, the PC will consider the need for any Plan updates at least annually as part of its performance review process (as discussed in Chapter 13, Plan Performance and Monitoring).

For a simple update the process will involve: scheduling of a discussion at the PC (at request of members as described above), deliberation on both the recommended action and assigning responsibility for that action by the PC, referral of the recommendation of the PC to the CC for approval, and then approval by the PC of the updates following review of the suggested revisions by the PC or a designated WG.

#### **4.4.3 Formal Plan Amendment Process**

Formal Plan updates in the past have only occurred as a result of an update to the IRWMP guidelines that require a major Plan revision to achieve Plan compliance. The original CABY Plan from 2007 is updated by this current Plan (2013), in response to just such an occurrence (i.e., publishing of the 2012 guideline update by DWR). It is expected that the Plan will be updated in 2018; however, this will be contingent upon available funds and/or revisions to the State guidelines.

The Plan Amendment process is assumed to be required at such time as: the number of appendices generated to respond to requests for interim updates become of sufficient number to indicate that the Plan itself is a risk of being out of date, new guidelines emerge from the State that require a systematic Plan update, individual revisions are considered to be of such import or significance that the PC/CC agree a formal amendment is necessary, or the member groups request an amendment in response to concerns as to Plan relevance. In any of these cases, the PC/CC would need to reach consensus as to whether a formal amendment is required, how it would be accomplished, and how it would be funded.

#### **4.4.4 Ongoing Implementation Actions**

The CABY group used Planning Committee meetings and Work Group sessions (described in further detail in Chapter 2, Stakeholder Involvement) to identify the following implementation priorities:

- Deepening the collaborative relationships and number of involved stakeholders
- Development of CABY programs to provide assistance to stakeholders in support of project design and development
- Developing more implementation projects answering the unmet needs of the CABY community, as identified in the objectives of the Plan
- Disseminating the results of CABY projects and programs throughout the state to inform the work plans and project design efforts of other IRWMPs with similar issues

Additionally, there are a discreet set of implementation actions that were identified in various sections of the Plan that must also be tracked, monitored, and/or implemented. These topics are identified in Table 4-3, Implementation Actions – Overview, below.

<b>Governance (High Priority)</b> Ongoing recruitment Replacement Coordination Adoption of IRWMP by member groups Update of Charter, MOU, and by-laws Refining processes, policies, and structure to ensure coordination with and between the CABY JPA, non-profit and MOU-based CABY organizations	<b>Financing and Funding</b> Project-specific Plan-specific RWMG-specific
	<b>Communication (High Priority)</b> In-region With adjacent IRWM regions With RTOR, State Water Plan Updates, SWWG, etc. Across the statewide IRWM community
<b>Plan Update and Review</b> Annual review Plan-specific updates Bi-annual assessment for need for formal amendment In response to DWR guideline updates	<b>Grant or Funding Applications</b> Tracking opportunities Identifying applicant Ranking projects for inclusion in application Preparing applications Grant Management
<b>Project Development (High Priority)</b> Individual sponsors/proponents Collaborative development (regional and/or watershed level) Systematic integration (new and existing projects) 24/7 project recruitment DAC support Ongoing Project Development Committee (Mechanics of tiering, prioritizing, refining, integrating/bundling)	<b>Performance Analysis</b> Performance measures update Tracking measurable outcomes Plan Project
	<b>Data Management Systems</b> CABY Website SWIM State databases

#### 4.4.4.1 Implementation Priorities

The four implementation priorities focus on increasing collaboration and member participation, providing project development support, continuing to develop new projects to address unmet needs, and dissemination of information about the results of these efforts across the state to positively impact other IRWM efforts. These priorities are reflected in the implementation actions which follow, and also result in governance, project development, and communication being the highest priority actions.

#### 4.4.4.2 Implementation Actions

The identified implementation actions are derived from action items identified in the various IRWMP sections. Some actions will require an annual evaluation or action, while others will require a more sustained effort. The CABY group has considered the appropriate level of effort, timing, and responsibility of these actions, as shown in Table 4-3, Implementation Actions. Each action area (e.g. governance, financing and funding, project development) will be addressed by the CC in a systematic manner. The individual actions necessary to ensure timely implementation will be identified and the entity/individual responsible for the action will be identified or recruited. The outcomes of these implementation actions will be monitored via

the annual Plan review process. The timeframe for developing the implementation actions tasks, and responsibilities will be 2014 calendar year, with preliminary actions taken throughout 2014 and a final plan available to the PC for their December 2014 meeting.

## **4.5 Coordination**

Coordination will focus on adjacent IRWM regions, activities associated with State and federal public agencies and departments, and coordination with entities that are particularly relevant to ongoing IRWM activities such as DWR, Round Table of Regions, California Water Plan, Sierra Water Work Group, etc. The CC and PC will collaborate to implement the required coordination.

### **4.5.1 Coordination with Adjacent IRWM Regions**

As stated above, the adjusted CABY region boundaries overlap with three adjacent IRWM planning areas (i.e., Yuba County, American River Basin, and the Mokelumne-Amador-Calaveras). CABY has worked with each IRWMP to develop a consistent strategy for cooperation and coordination. CABY developed a two-part strategy that was applied to each of the overlap areas: develop a Memorandum of Understanding establishing a basis for ongoing collaboration, and formalize a project-development-and-review process for use in project development in each overlap area. The MOUs and project processes are identical for each region. Because of this, the areas of overlap are considered by CABY to be ‘coordination areas.’ The terms ‘overlap’ and ‘coordination area’ are interchangeable in CABY’s view.

As an overview: In early 2009, as part of the Regional Acceptance Process established by DWR to ‘vet’ the geographic boundaries of each IRWM region in the state, CABY developed a Memorandum of Understanding establishing a basis for ongoing collaboration with each adjacent IRWMP region and formalized a project-development-and-review process for use in project development in each overlap area. These MOUs have resulted in ongoing discussions with adjacent areas. Generally, at least once a year the project lead for the CABY PC will conduct formal meetings with staff or consultants of adjacent regions.

#### **4.5.1.1 Memorandum of Understanding**

CABY has negotiated an MOU with each of the coordination areas. The MOU addresses issues of: participation of IRWMPs in the meetings and works sessions of the adjacent region, identification of mutual interests, coordination on both functionally based as well as regionally based projects, possibilities for mutual support in fundraising efforts, and options for joint preparation of projects, sharing of technical information and data.

#### **4.5.1.2 Process for Project Development**

CABY has negotiated a single project development process for each of the IRWMP overlap areas (see Figure 4-1, Inter-IRWM Joint Project Development Process, at the end of this chapter). Basically, if either IRWMP develops a project that is in the area of coordination, that IRWMP will present the project details to the other IRWMP. If no issues or concerns are raised, then the project will move forward with a letter of support from the overlapping IRWMP. If a concern or issue is raised, then a committee made up of at least two representatives from each IRWMP with interests or expertise in the project will be formed to evaluate and refine the project. The CABY representatives will be designated by the PC. If the committee cannot agree on the project, then the project will go forward without a letter of support from the adjacent IRWMP. However, if the committee agrees on a final project description and identifies

partners and benefits supportive of each IRWMP, then the project will move forward with a letter of support from the overlapping RWMG.

#### **4.5.2 Coordination with Federal and State Agencies**

As discussed above, the CABY governance structures ensure coordination with neighboring IRWMPs through the MOU and joint development process. The Forest Service has jurisdiction over large areas in the CABY region and it is involved in regionwide efforts through project development and its participation in the PC and various Work Groups. State and federal agencies' participation is ensured through a variety of methods: participation by State staff in WGs, outreach to State staff by CABY members as part of their project development efforts, and targeted conversations by PC members or WG members in response to emerging issues or questions.

#### **4.5.3 Coordination with Entities that are Key to Ongoing IRWM Coordination**

There are a variety of agencies, entities, and collaborative work efforts that CABY has been involved with over time including: the Round Table of Regions (an ad hoc statewide association representing the IRWM regions across the state), Sierra Water Work Group (a regional collaborative of the IRWM regions that fall within the Mountain Counties' overlay identified in the Californian Water Plan framework), the Sacramento Funding Region Area group (an informal association of the eight IRWM regions located in the DWR funding area), and other similarly scaled efforts. CABY is committed to continued participation in these important efforts and will take part in these activities to the level required to ensure meaningful participation.

### **4.6 *Balanced Access and Opportunity for Participation***

The CABY planning process made a concerted effort to include and engage all the stakeholders within the region to participate in the IRWMP development. As stated above, the vast majority of the stakeholders in the region with responsibility for, or interests in, water management issues are represented in the CABY decision-making structure. The governance structure supports this effort through member, work group, and/or consultant outreach to DACs, Tribal governments, ethnic communities, and public outreach programs.

The Work Group structure has proven particularly effective in creating opportunities for participation. The groups change meeting venues frequently to enable a wide variety of individuals to attend without having to drive across the region for each meeting. Many CABY meetings use a 'call in' feature which increases participation, as some groups have winter-weather travel problems, lengthy drives, or other reasons which make a phone call-in system a desirable method of participation.

To date, due to the highly variable internet connectivity across the region (for instance, some DACs are on dial-up internet) CABY has not made use of webinars, skype, or other similar participation strategies. However, many of the DACs and rural communities are participating in federally funded grant programs that provide high-speed internet connections so this limitation may be removed, resulting in a wider set of opportunities for participation.

### **4.7 *Public Notice Requirements***

In accordance with Section 6066 of the Government Code, a Notice of Intent was published in the *Auburn Journal*, *Nevada City Union*, and *Mountain Democrat* as part of the planning process. In

accordance with the California Water Code, Section 10543, CABY published the Notice to Adopt prior to the meeting at which the IRWMP Update (Plan) was adopted. For the purposes of carrying out adoption of the Plan, CABY made available to the public the documentation prepared pursuant to subdivision (g) of Section 10541. CABY published a Notice of Intention to Adopt the Plan in accordance with Section 6066 of the Government Code. The Plan was adopted in a public PC meeting. To date, no one of the CABY entities are subject to the Brown Act however, as the CABY JPA is formed this will change, as will mandates for notification of CABY JPA-related or convened meetings.

<b>Table 4-1</b>			
<b>CABY PC and CC Members – All of the Identified Groups Have Adopted the CABY IRWMP</b>			
<b>Water Agencies and Community Services Districts</b>			
Alleghany County Water District	Camptonville CSD	Downieville PUD	El Dorado County Water Agency (CC member)
El Dorado Irrigation District (CC member)	Georgetown Divide PUD	Grizzly Flats CSD	Nevada Irrigation District (CC member)
North Yuba CSD	Placer County Water Agency	Washington County Water District	El Dorado County Water Agency (CC member)
<b>Conservation Groups/Non-Governmental Organizations</b>			
American Rivers (CC member)	American River Conservancy	American River Watershed Group	Bear Yuba Land Trust
The Sierra Fund (CC member)	Natural Heritage Institute	Protect American River Canyons	Save Auburn Ravine Salmon and Steelhead
Dry Creek Conservancy	Sierra County Land Trust	Sierra Nevada Alliance (CC member)	Sierra Streams Institute
South Yuba River Citizens League (CC member)	The Sierra Club (Mother Lode Chapter)	Upper American River Foundation	Wolf Creek Community Alliance
Yuba Watershed Institute			
<b>City and County Agencies</b>			
City of Colfax	City of Downieville	City of Grass Valley	City of Nevada City
City of Placerville	Fire Safe Council of Nevada County	North San Juan Fire Protection District	Placer County
Sierra County	Sierra City Fire District		
<b>Regional Entities</b>			
El Dorado County Resource Conservation District	Georgetown Divide Resource Conservation District	Mountain Counties Water Resources Association	Nevada County Resource Conservation District
Placer County Resource Conservation District			
<b>Recreation</b>			
American River Recreation Association	California Outdoors	Gold Country Fly Fishers	Northern California Council, Federation of Fly Fishers
<b>Regional/Federal Entities</b>			
Eldorado National Forest	Tahoe National Forest		

<b>Table 4-2 Committees and Work Groups - Roles and Responsibilities<sup>1</sup></b>	
<b>Committees (Ongoing)</b>	<b>General Roles, Structure, and Responsibilities</b>
Planning Committee (PC)	CABY's consensus-based strategic planning body; participates in regular meetings; directs discussion on IRWMP-related activities; mediates disputes and conflicts within/between members; participates in issue-specific WGs; provides strategic advice and support to the CC. The PC is made up of any entity adopting the CABY IRWMP.
Coordinating Committee (CC)	CABY's primary decision-making body. Consists of four CABY JPA and four representatives from the CABY-RWMP, as nominated by their respective bodies, all of which must also be PC members.
Western Placer Creeks (WPC) Work Group	Focus on fish habitat improvement, barrier removal, and studies to support restoration of populations; focus on project development as a desired outcome; collaborates across IRWM boundaries to ensure connectivity to Sacramento River and migration issues; and identifies funding sources to support identified priorities.
Fiscal Oversight Committee (FOC)	Established after water agencies committed initial funds to the CABY IRWMP in 2007; met as required to administer public funds; made up of one board member from each contributing agency, with an alternate staff person; recommended spending and allocation/budgeting of water agency contributions of public resources for the CABY IRWMP. Dissolved in 2012.
<b>Additional Committees Formed to Aid in Preparing the Update (with possibility for ongoing effort)</b>	<b>General Roles, Structure, and Responsibilities</b>
Issues and Conflicts Work Group	Work with outcomes from ongoing PC meetings to identify changes and annually organize the list.
Objectives Work Group	Develop measurable objectives for the CABY IRWMP; ongoing evaluation of relevance and need to address emerging issues.
Climate Change Technical Advisory Committee	Identify and assess regional data and information for annual reassessment of vulnerabilities of the region to climate change; review prioritization of vulnerabilities based on the information available and priorities within the PC; review and update adaptation strategies coming out of individual and corporate conversations between and within the PC.
Water-Land Use Technical Advisory Committee	Monitor outreach strategy to water and land use agencies throughout the region; present the annual findings to the PC; hold ongoing discussions on water and land use in the CABY region; continuously refine a regional strategy for furthering the water-land use discussion.

<sup>1</sup> While the CABY JPA will be subject to the Brown Act meeting requirements, the CABY-RWMP will not.

<b>Table 4-2, <i>continued</i></b>	
<b>Committees and Work Groups - Roles and Responsibilities</b>	
<b>Additional Committees Formed to Aid in Preparing the Update (with possibility for ongoing effort)</b>	<b>General Roles, Structure, and Responsibilities</b>
Performance Measures Work Group	Measure and monitor CABY's success on an organizational (Plan) level; identify ways to best use in-region resources and avoid duplication of efforts/reporting; identify a reporting process that is cost effective and easily implemented within the resource structure of the organization; recommend policies to ensure that reporting occurs and that annual organizational reports are produced and are helpful.
Project Development	Project sponsor and partners meet to develop projects; discuss integration; resolve differences about methodologies, outcomes and performance monitoring strategies; identify gaps between objectives and projects to address objectives; assist DAC project identification and development; and, resolve disputes amongst stakeholders that are project-related

