



*Strategic Plan for the Future of  
Integrated Regional Water Management in California*

# Stakeholder Input on Goals, Objectives, and Strategies

March 2014



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Integrated Regional Water Management in California**

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**March 2014**

*Prepared by:*

**California Department of Water Resources**

*With assistance from:*

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For information about the strategic plan development effort and subscription to project announcements, please visit: <http://www.water.ca.gov/irwm/stratplan/>.

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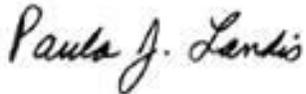
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# Foreword

During October and November 2013, the California Department of Water Resources (DWR) hosted the second round of public workshops for the development of the *Strategic Plan for the Future of Integrated Regional Water Management (IRWM) in California*. Stakeholders provided a substantial amount of input on the objectives and strategies for the future of IRWM at these workshops. Stakeholders also provided input for refining the draft strategic goals developed through the first round of workshops. Stakeholder input from the second round of workshops is documented in this technical memorandum.

The Strategic Plan Development Team is now putting the draft Strategic Plan together based on stakeholder input from all the workshops. The draft plan is expected to be released for public comment in summer 2014.

DWR is very appreciative of the involvement and participation of IRWM stakeholders in the development of the strategic plan. Please visit the project website at: <http://www.water.ca.gov/irwm/stratplan/> for information about the strategic plan and to sign up to receive important project e-mail announcements, if you haven't already done so.



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# Section 1 Introduction

This report documents stakeholder input received at the October and November 2013 Round 2 workshops for the development of the *Strategic Plan for the Future of Integrated Regional Water Management in California* (hereafter referred to as the Strategic Plan). The Round 2 workshops were conducted to engage stakeholders in developing and refining objectives and strategies using the strategic goals and other information obtained from the Round 1 workshops. Round 1 workshop input was published in July 2013 and is available at <http://www.water.ca.gov/irwm/stratplan/documents>.

Stakeholder input documented in this report, and the July 2013 report, will be analyzed and compiled into a consolidated set of goals, objectives, and strategies that will serve as the basis for the draft Strategic Plan. The plan development process is depicted in Figure 1, and associated strategic planning terms are explained in Table 1.



Figure 1 – Strategic Plan Development Process

Table 1 – Strategic Planning Term Definitions

Plan Element	Definition
Vision	Image or understanding of what the strategic plan should accomplish and what will be different after the plan is implemented
Goals	Desired outcomes that support the vision
Objectives	SMART* actions for achieving goals
Strategies	Means for achieving objectives

\*SMART = Specific, Measurable, Attainable, Relevant, and Time-based

## Round 2 Workshops

DWR hosted the second round of strategic planning workshops at five locations around the state. One workshop was held in each of DWR’s four service areas, except for Southern California, where two workshops were conducted to accommodate the large number of interested parties. Workshop locations and dates are listed in Table 2.

Table 2 – Round 2 Strategic Planning Workshop Locations and Dates

Location	Date
Clovis	October 17, 2013
Temecula	October 22, 2013
Burbank	October 23, 2013
Stockton	November 14, 2013
Redding	November 20, 2013

The workshops were conducted as working sessions to generate stakeholder input on objectives and strategies. Input was also solicited on the goals produced from the Round 1 workshops. Stakeholder-centered sessions at the Round 2 workshops were designed to maximize input on topics of greatest interest to each participant. The workshop agenda is shown in Figure 2.

Figure 2 – Agenda Used at Each Workshop

<b>Strategic Plan for the Future of IRWM in California</b> <b>Round 2: Objectives, Strategies, and Alignment Workshop</b> <b>10 am – 3 pm</b> <b>AGENDA</b>	
10:00	Welcome and Introductions
10:20	Goals, Objectives, and Strategies Matrix Discussion
11:00	Small Group Discussion of Objectives/Strategies – Session 1
11:50	<i>Lunch Break</i>
12:50	Small Group Discussion of Objectives/Strategies – Session 2
1:40	Small Group Discussion of Objectives/Strategies – Session 3
2:20	Report Out of Objectives/Strategies Discussions
2:45	Wrap-up and Next Steps

DWR advertised the Round 2 workshops through the Strategic Plan project website (<http://www.water.ca.gov/irwm/stratplan/>) and the Strategic Plan project e-mail subscriber list. The workshops were also advertised through the IRWM Grant Information and California Water Plan Update e-mail lists. In addition, the workshops were announced at various IRWM-related stakeholder events, including the October 2013 California Water Plan Plenary in Sacramento.

Round 2 workshop attendee information is summarized in Table 3.

Table 3 – Attendance at Each Workshop Location

<b>Location</b>	<b>Number of Attendees</b>
Clovis	25
Temecula	42
Burbank	21
Stockton	31
Redding	16
<b>Total Attendees</b>	<b>135</b>

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## Section 2 Workshop Process

As described in the July 2013 Round 1 workshop report, a total of 183 “goal statements” were generated by stakeholders at the Round 1 Workshops. The term “goal” was often used by Round 1 participants to generally describe any desirable future condition, approach, or action. Thus, many of the goal statements developed by stakeholders in Round 1 included objectives and strategies. Additionally, some of the goal statements expressed desired outcomes or principles of IRWM.

A total of eight strategic goals for the future of IRWM were derived from stakeholder input at the Round 1 workshops. The eight strategic goals are listed in Table 4. Goal statements that addressed desired outcomes, or generated values or principles of IRWM, were rendered into the seven IRWM values and principles listed in Table 5. Similar values and principles are often included in IRWM plans as regional goals.

Table 4 – Eight Strategic Goals Based on Round 1 Workshop Input

1. Continue, enhance, and expand regional collaboration and cooperation through IRWM to meet the water management challenges of population growth and climate change, and ensure public safety, environmental stewardship, and economic stability.
2. Continue to improve the efficiency and effectiveness of DWR's future IRWM grant programs and processes.
3. Improve IRWM processes at all levels to encourage broad participation, support collaboration, and facilitate cooperation among stakeholders.
4. Develop and support an IRWM education and awareness program to foster public support and facilitate informed decisions for sustainable water management.
5. Improve water management tools, provide technical assistance, and encourage innovation in the areas of collaboration, trade-off analyses, modeling, and data management.
6. Achieve regulatory alignment to support IRWM.
7. Achieve alignment among DWR programs to support IRWM.
8. Achieve alignment among federal, state, and local agencies involved in water management to support IRWM.

Table 5 – IRWM Values and Principles

- Create and maintain flexibility and resiliency to respond to hydrologic variability, including floods, droughts, and climate change
- Balance the competing needs of land use, public safety, the environment, and water supplies
- Preserve and maintain clean, safe, and reliable water supplies for people and the environment
- Continue to promote and support environmental stewardship
- Manage water resource systems so that they are sustainable
- Incorporate social equity and environmental justice considerations into decision making
- Continually improve water management practices through investments in innovation and tools

Objectives and strategies derived from the Round 1 workshop goal statements were sorted under the eight strategic goals listed in Table 4. The end result of the sorting process was a partially-completed strategic framework of goals, objectives, and strategies. This framework was used as the starting point for Round 2 workshop discussions and is included in the Appendix.

## Workshop Discussions

Attendees at each Round 2 workshop location were asked to independently complete and refine the strategic framework derived from the Round 1 workshops. Workshop discussions were conducted by dividing participants into groups to hold tabletop discussions around the eight goals listed in Table 4. Each table of stakeholders was asked to provide input to refine the strategic framework under one or more goals assigned to that table. Workshop attendees were encouraged to move from table to table during the day.

As tabletop discussions proceeded, workshop attendees were asked to record their input on a goals framework chart provided for each table, or record their input on a flipchart. DWR staff assisted the process by having a trained table host who remained at the same table throughout the workshop to answer questions, facilitate discussions, and help record the results of the discussions on the framework charts.



*Tabletop discussions in Stockton*

After the final round of group discussions, each table host presented highlights of what they had heard from table groups during the day.

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## Section 3 Round 2 Workshop Results

As mentioned earlier, discussions at each workshop location began with the same initial strategic framework as the starting point for the day's tabletop discussions. As a result, each workshop location independently generated its own refined strategic framework. Strategic frameworks generated at each workshop are included in the Appendix. Each framework will be reviewed and analyzed for the development of a composite set of goals, objectives, and strategies to serve as the basis for the Strategic Plan.



*Reporting out results of stakeholder discussions in Temecula*

## General Overview of Input Received from Stakeholders

Round 2 workshop attendees provided a large amount of input about the objectives and strategies for the future of IRWM in California. Some of the input that was common between two or more workshop locations is generally summarized below:

- State agencies, especially DWR internally, need to better support and align with IRWM.
- All of the different water planning efforts at various levels of government, including the state, need to be better aligned with IRWM.
- Many IRWM regions want more involvement and support from DWR's Regional Service Representatives and Regional Coordinators so that DWR is better able to understand, and can be better able to support, the unique needs of the various IRWM regions.
- Flood management, including state-level flood programs, and land use planning are still missing as participants in most IRWM regions.
- The state needs to help improve tribal involvement in IRWM.
- The state needs to provide more incentives and resources to disadvantaged communities to participate in IRWM, and to be successful in receiving grant funding.
- DWR should play a bigger role in serving as a clearinghouse for data, tools, and resources for IRWM regions, including documenting and sharing best practices among IRWM regions.
- Public education about IRWM, and water resources in general, needs to be expanded significantly.
- State grant application and administration requirements cause too much money to be spent on administration, to the detriment of real projects and benefits.
- Grant funding decisions need to better reflect regional priorities, as RWMGs are in the best position to determine the most regionally effective and beneficial water management investments.
- The cost of applying for grant funding needs to be reduced to help eliminate the disadvantages it places on regions and communities that have fewer resources to compete for grant monies.

Regional differences in stakeholder input were evident between workshop locations. Some input was unique to individual workshops while other input received greater emphasis in comparison to other locations. Some of the regionally-unique or emphasized stakeholder input from each workshop location is summarized in the following pages.

### Clovis Workshop (presented in random order)

- Groundwater management is key to the success of IRWM.
- Promoting and supporting DAC involvement is difficult for IRWM; there may be better means of administering DAC programs, such as through the California Department of Public Health.
- There is still need for more cooperation within and between Regional Water Management Groups. IRWM is supposed to bring people together, but there is still too much conflict.
- RWMGs need to look for more creative ways to combine multiple funding sources.
- IRWM grant funds have become the hardest money to get due to cost of preparing grant applications.
- Grant funding reimbursement by DWR is not timely; funds should be provided to grantees in advance and then accounted for, not the other way around. Regions with the biggest need for funding can have the most difficulty in paying for reimbursable costs upfront and then waiting long periods of time for grant invoice payment from DWR.



*Clovis workshop discussions*

## Temecula Workshop (presented in random order)

- There needs to be some set state funding for IRWM to help justify regional participation and expenditures; otherwise some regions will give up.
- If DWR is going to maintain its primary decision-making role in deciding who and what receives grant funds, then DWR should be more actively involved in the application process from the beginning so that an RWMG's grant application can be properly understood and appreciated.
- DWR could be helpful in finding more sustainable ways to fund IRWM through fees/rates, rather than grants.
- There are other state grant programs in California besides the IRWM Program that seem capable of providing adequate assurances to the taxpayer that the funds are well spent without the current onerous grant application and administrative requirements in place by DWR.
- DWR could play a much bigger and more direct role in promoting Disadvantaged Communities and non-governmental organizations involvement in IRWM.
- The future of IRWM needs to focus on cooperation, not competition; competition is not having a positive effect on IRWM within or between regions.
- In addition to direct funding, DWR should be more proactive in identifying and promoting other incentives for IRWM to be practiced, such as regulatory relief.



*Temecula workshop discussions*

## Burbank Workshop (presented in random order)

- There needs to be a greater focus on meeting the objectives of regulation rather than meeting the strict letter of the regulation. There can be innovative solutions that are infeasible due to inflexible regulations.
- Urban regions have much different challenges and opportunities (than rural ones) which need to be recognized and accounted for by grant programs.
- Right now, planning by some regions is done for the sole purpose of receiving implementation grants. The IRWM planning process should not be driven by competing to get implementation grants.
- DWR should consider employing “hybrid” funding systems such as approving baseline funding for RWMGs, supplemented by competitive grants.
- Funding eligibility and priorities should focus more on consistency with regional goals and objectives than one-size-fits-all statewide criteria.



*Burbank workshop discussions*

### Stockton Workshop (presented in random order)

- There needs to be more emphasis on source water issues and acknowledgement of downstream benefits in terms of upstream IRWM projects and funding.
- Better ways of involving flood management in the IRWM process need to be developed.
- IRWM needs to evolve into more inter-regional planning and integration.
- IRWM needs to combine and leverage different funding sources, and emphasize multiple benefits.
- There are too many overlapping local planning efforts that result in duplication of effort and lack of integration.



*Stockton workshop discussions at a goal table*

## Redding Workshop (presented in random order)

- Source water protection is critical and should be considered by IRWM.
- Technology should be used to increase communication and participation instead of in-person meetings for regions that cover large distances.
- Upstream/downstream water management integration needs to occur to properly distribute costs and benefits.
- There is a great need for more encouragement, support, and even funding for federal agency participation in IRWM; they are missing from the “IRWM table” all too often.
- There needs to be increased integration of DWR’s various water planning efforts; currently state plans lack integration and effective global solutions.



*Redding workshop discussions*

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# Appendix – Stakeholder Input: Strategic Frameworks

Discussions at each Round 2 workshop location were conducted independently from one another, but started with the same initial strategic framework derived from the Round 1 workshops.

The initial strategic framework, and the completed Round 2 framework from each of the five workshop locations, are presented in this appendix. The completed frameworks are, as much as possible, verbatim records of stakeholder input. Minor editing of some input was performed for readability.

Each framework is organized in the manner represented below.

# Goal

## Objective

### Strategy

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## Acronyms Found In Strategic Frameworks

AgWMP	Agricultural Water Management Plan
BDCP	Bay Delta Conservation Plan
CDPH	California Department of Public Health
CEQA	California Environmental Quality Act
CWP	California Water Plan
DAC	Disadvantaged Community
DWR	Department of Water Resources
GWMP	Groundwater Management Plan
IRWM	Integrated Regional Water Management
MOU	Memorandum of Understanding
MOA	Memorandum of Agreement
NGO	Non-governmental Organization
RSR	Regional Service Representative (DWR)
RWVG	Regional Water Management Group
RWMP	Regional Water Master Plan
SOP	Statement of Purpose
SWP	State Water Project
SWRCB	State Water Resources Control Board
TMDL	Total Maximum Daily Load
UWMP	Urban Water Management Plan

# Initial Strategic Framework

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*(Starting point for each Round 2 workshop location)*

1 Continue, enhance, and expand regional collaboration and cooperation through IRWM to meet the water management challenges of population growth and climate change, and ensure public safety, environmental stewardship, and economic stability

**1.1 Continue to support regional water management planning and project implementation for the next ten years**

1.1.1 Provide new funding for the State's IRWM Grant Program

1.1.2 Provide funding for other IRWM actions, such as technical assistance

**1.2 Provide funding for facilitation support to RWMGs**

**1.3 Provide dedicated funding to inter-regional projects to promote cross-regional integration**

**1.4 Create a sustainable framework under which IRWM continues in the event that bond funding is no longer available**

2 Continue to improve the efficiency and effectiveness of DWR's future IRWM grant programs and processes

**2.1 Promote economic efficiency throughout the IRWM program, including project funding, project prioritization, project and grant management, and funding application processes**

2.1.1 Evaluate the effectiveness and economic efficiency of existing funding disbursement and tracking methods, and develop strategies for process improvement

2.1.2 Reduce expense and simplify the process for participating in the IRWM program

2.1.3 Coordinate with other state agencies for ideas on how to improve grant administration and requirements

**2.2 Provide funding assistance for affordable and sustainable water for all communities**

2.2.1 Provide widespread community project planning assistance

**2.3 Advance diversified, sustainable and dedicated funding for natural resources that is a balance of local, state, and federal sources**

2.3.1 Promote the need for publicly-supported stable funding

2.3.2 Develop coherent and efficient funding and implementation processes

2.3.3 Analyze the feasibility of creating a public utilities charge to fund IRWM actions across the state

2.3.4 Use economic principles to encourage sustainable management of natural resources and internalize economic externalities and subsidize survival, not profit maximization

**2.4 Seek economic vitality, multifunctional systems, and system health**

### 3 Improve IRWM processes at all levels to encourage broad participation, support collaboration, and facilitate cooperation among stakeholders

#### **3.1 BLANK - TO BE DETERMINED AT ROUND 2 WORKSHOPS**

3.1.1 Develop methods of evaluating the effectiveness of community engagement and participation activities in the IRWM regions

3.1.2 Perform a needs assessment for under-represented groups and develop strategies for better inclusion of those groups in the future

3.1.3 Create incentives (at local level) to get people working together

3.1.4 Enhance communication, information, and technical assistance so that everyone can participate effectively

#### **3.2 Establish a sense of shared responsibility for managing water among local, regional, tribal, state, and federal agencies in order to encourage consensus based decision making**

3.2.1 Improve vertical and horizontal coordination and integration within DWR, with federal agencies, between DWR and the regions, between IRWM regions, and within IRWM regions

#### **3.3 BLANK - TO BE DETERMINED AT ROUND 2 WORKSHOPS**

3.3.1 Identify and resolve conflict between water users to best manage the resource

3.3.2 Identify and resolve water rights issues within and between regions

#### **3.4 Enable everyone who has a need for water to have a “say” for water**

3.4.1 Support improved tribal participation in IRWM

3.4.2 Improve disadvantaged communities (DAC) participation through increased administrative and financial support

3.4.3 Provide durable funding for DAC participation

3.4.4 Create an acceptable and equitable water resources district system

3.4.5 Provide flexibility regarding IRWM Plan adoption for proponents without a typical organized structure (e.g., small environmental groups)

3.4.6 Identify underrepresented or underserved stakeholder groups for targeted outreach efforts

#### **3.5 Promote equitable distribution of water resources and water rights**

#### **3.6 Promote equitable distribution of project and program costs relative to benefit locations statewide**

3.6.1 Enable equal access to funding and equitable sharing of costs and benefits

3.6.2 Remove barriers for access to safe drinking water, especially for disadvantaged communities

### 4 Promote and support informed citizens/populations making educated decisions and participating meaningfully in sustainable water management

#### **4.1 Increase public awareness of integrated regional water management at the statewide and regional levels**

4.1.1 Actively pursue and implement a new water management education and outreach effort

#### **4.2 Enhance communication across the whole state**

4.2.1 Create clear operational definitions of IRWM-related terms

**4.3 Provide better education for a greater understanding of water and water value for each region of the state**

- 4.3.1 Create an educational system that produces people who are informed, knowledgeable and active
- 4.3.2 Develop a broad public education initiative to increase awareness of the value of water and the complexities of water issues and associated environmental impacts
- 4.3.3 Develop and implement a K-12 water and watershed education program
- 4.3.4 Develop and implement an education and awareness program on water resource challenges for agencies, legislators, and the public
- 4.3.5 Promote a culture of efficiency by maximizing demand efficiency and conservation education
- 4.3.6 Create a better level of public trust

**4.4 Promote a well-informed public that works cooperatively on water issues**

- 4.4.1 Promote community resource stewardship

**4.5 Achieve consumer confidence in the value of a safe, reliable water supply**

- 4.5.1 Educate the public in order for water to be valued at true cost

**4.6 Define self-sustaining ecosystems and outline methods to achieve them**

- 4.6.1 Determine what is required to have a sustainable water supply and quality
- 4.6.2 Encourage the use of adaptive management strategies that allow maximum flexibility to account for future uncertainty
- 4.6.3 Encourage use of long-term sustainability goals in the environment, water resources, and the economy to drive development
- 4.6.4 Encourage practices that consider energy use and greenhouse gas reductions when managing water resources

**4.7 Establish a shared understanding between public, policymakers, and all involved stakeholders of the value of water**

- 4.7.1 Provide readily available information and education to improve awareness and political will

**4.8 Promote a philosophy of holistic water management**

- 4.8.1 Promote integrated ecological and agricultural conservation
- 4.8.2 Use a holistic systems-based approach to land use and water planning
- 4.8.3 Ensure infrastructure sustainability
- 4.8.4 Formally acknowledge the importance of sustainability planning and practices at all levels and in all aspects of water resources management

**4.9 Continue and enhance support of integration in water management**

- 4.9.1 Encourage the next transition from IRWM to integrated resources management that includes local planning
- 4.9.2 Promote and assist multiple local facilities to function as a single regional facility
- 4.9.3 Remove barriers and provide support for agency coordination within a watershed

**4.10 Increase regional autonomy for RWMGs**

- 4.10.1 Promote real (increased) integration and regional water planning in IRWM regions
- 4.10.2 Change paradigm of water management to true integration

4.10.3 Encourage strong, organized RWMG governance structures and responsibilities

## 5 Improve water management tools, provide technical assistance, and encourage innovation in the areas of collaboration, trade-off analyses, modeling, and data management

### **5.1 Assist groups in balancing risk, reliability, and cost in project and program planning**

- 5.1.1 Encourage use of a system-wide perspective
- 5.1.2 Outline standard methods for comparing project/program alternatives
- 5.1.3 Develop decision support tools

### **5.2 Provide facilitation and coordination support (both technical and financial) to diverse groups involved in water management**

- 5.2.1 Identify and resolve conflict between water users to best manage the resource
- 5.2.2 Identify and resolve water rights issues within and between regions

### **5.3 Improve coordination and collaboration between groups of shared water resource users**

- 5.3.1 Emphasize the importance of balancing the benefits of varying water resources needs, including ecosystems and the environment, urban and agriculture water supply, water quality, flood protection, and recreation

### **5.4 Invest in innovation for continuous improvement of water management practices to build the future of IRWM**

- 5.4.1 Fund (support) new ideas and solutions that further water reliability, while maintaining existing infrastructure
- 5.4.2 Encourage innovative management: data management and use, solutions, leveraging, long-term goals, adaptability, and technology
- 5.4.3 Make planning, Research and Development, and pilot projects eligible for funding
- 5.4.4 Promote green and natural infrastructure solutions
- 5.4.5 Encourage “bio-mimicry” through financing to solve water management challenges

### **5.5 Provide technical assistance to RWMGs in the areas of uncertainty analysis, flood risk assessment, and climate change analysis**

- 5.5.1 Develop and share information on infrastructure that can adapt and respond to stress in ways that maximize environmental resilience, as well as social and economic opportunities
- 5.5.2 Prepare adaptation strategies for climate change impacts for different climate regions in the state
- 5.5.3 Assist groups in determining and protecting against the hazards of peak flow
- 5.5.4 Provide technical assistance to maximize storm water protection and management
- 5.5.5 Promote informed floodplain management that balances property rights, public health, and the environment
- 5.5.6 Provide technical assistance to identify critical source water areas for sustainable management of water supply
- 5.5.7 Provide adequate funding and technical assistance for conservation and

management for source water areas

5.5.8 Detail how to optimize groundwater recharge

**5.6 Promote water use efficiency through technical assistance and knowledge databases available to all of California**

**5.7 Increase stakeholder coordination with improved data sharing and analysis tools**

5.7.1 Promote education of existing tools

5.7.2 Analyze existing databases to determine if existing databases meet needs

5.7.3 Identify a stop-gap database that can be used until new database is created/finalized

5.7.4 Develop a common public integrated database that informs water management decisions

5.7.5 Create a “real” combined database to enable and encourage data sharing

5.7.6 Provide information on a new centralized database to RWMGs

5.7.7 Provide seminars, web classes, and/or other educational opportunities for RWMGs and water data managers

5.7.8 Promote a central repository for existing data and tools, and support coordination and communication

**6 Achieve regulatory alignment to support IRWM**

**6.1 Promote better integration of regulations into IRWM**

6.1.1 Create consistent policies and activities across regions, agencies, quality standards, and implementation priorities

6.1.2 Enhance integration of IRWM with the Clean Water Act and protection of all beneficial uses, including designations for Native American Culture (CUL) and Subsistence Fishing (FISH)

6.1.3 Remove barriers to access to safe drinking water, especially for disadvantaged communities

**6.2 Reconfigure regulations to promote common sense, cost effectiveness, functionality, and adaptability in the future**

6.2.1 Identify and revise existing constricting legislation, such as Prop 218

6.2.2 Create a regulatory climate that is supportive of innovative water supply and quality development

**6.3 Improve water supply reliability through improved coordination of water users and integration of federal, state, and local resources**

**7 Achieve alignment among DWR programs to support IRWM**

**7.1 Improve communication within the Department of Water Resources**

7.1.1 Increase use of Regional Coordinators

**7.2 BLANK - TO BE DETERMINED AT ROUND 2 WORKSHOPS**

7.2.1 Engage RWMGs for meaningful input into DWR activities that affect IRWM

7.2.2 Conduct multi-function/multi-agency meetings that satisfy the requirements of more than one program

## 8 Achieve alignment among federal, state, and local agencies involved in water management to support IRWM

### **8.1 Improve organization and uniformity of processes for communicating with RWMGs**

- 8.1.1 Create a common vision to direct public, local, state, and federal programs and projects
- 8.1.2 Build state plans from the bottom up by using regional and local plans
- 8.1.3 Enhance intergovernmental affairs coordination to protect and preserve the ecosystem
- 8.1.4 Promote agile management through communication, collaboration, reduction of agency duplication, and increased agency cooperation

### **8.2 Achieve Cross-Jurisdictional Agency Alignment through Collaborative Governance**

#### **8.3 Increase the autonomy of RWMGs**

- 8.3.1 Promote a bottom-up governance structure
- 8.3.2 Establish efficient and effective governance for resource management
- 8.3.3 Promote an effective, efficient, and collaborative governance structure

#### **8.4 Cultivate strong IRWM leadership at all levels through coordination, training, communication, and support tools**

- 8.4.1 Improve accountability and awareness of protection of water supplies
- 8.4.2 Protect source water areas physically, politically, and financially
- 8.4.3 Promote political leadership to overcome barriers focusing on accomplishing sustainable, efficient, and affordable water supply
- 8.4.4 Promote effective power sharing and trust building
- 8.4.5 Improve coordinated water resource planning
- 8.4.6 Pursue continuous evaluation and oversight of process effectiveness

# Clovis Strategic Framework

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1 Continue, enhance, and expand regional collaboration and cooperation to meet the water management challenges of population growth and climate change, and ensure public safety, environmental stewardship, economic stability, and expand IRWM

## **1.1 Create a sustainable framework to support regional water management planning and project implementation for the next ten years**

- 1.1.1 Provide new funding for the State's IRWM Grant Program
- 1.1.2 Provide funding for other IRWM actions, such as technical assistance
- 1.1.3 Develop a marketing plan for IRWM using hired professional marketers and educators
- 1.1.4 Document past benefits and future benefits and celebrate success
- 1.1.5 Let priorities drive funding
- 1.1.6 As an IRWM group, seek other grant funding (federal, tribal)
- 1.1.7 Devise a grant program where everyone gets something as long as projects make sense so that it is not a winner takes all approach, which disillusiones the loser - perhaps proportional funding
- 1.1.8 Provide part of the funding on the basis of critical needs
- 1.1.9 Document successes of cooperating/talking together

## **1.2 Promote inter-regional projects**

- 1.2.1 Provide dedicated funding to inter-regional projects to promote cross-regional integration (originally Objective 3)
- 1.2.2 Promote communication among regional DAC coordinators
- 1.2.3 Liaison with the Tribes
- 1.2.4 Coordinate among regions
- 1.2.5 Encourage public/private outreach and explanation of benefits

## **1.3 Establish more effective relationships with Tribes**

- 1.3.1 Educate and train staff to engage tribes (learn from the State of Washington)
- 1.3.2 Create and support a tribal liaison position
- 1.3.3 Develop a tribal engagement handbook
- 1.3.4 Seek and exploit other resources available for working with tribes

2 Continue to improve the efficiency and effectiveness of DWR's future IRWM grant programs and processes

## **2.1 Promote economic efficiency throughout the IRWM program, including project funding, project prioritization, project and grant management, and funding application processes**

- 2.1.1 Evaluate the effectiveness and economic efficiency of existing funding disbursement and tracking methods, and develop strategies for process improvement
- 2.1.2 Reduce expense and simplify the process for participating in the IRWM program
- 2.1.3 Coordinate with other state agencies for ideas on how to improve grant administration and requirements
- 2.1.4 Standard policies, procedures, SOPs are needed to reduce variability with DWR

and grantees

- 2.1.5 Don't change the rules mid-stream in grant processes
- 2.1.6 Involve elected officials - educate them
- 2.1.7 Contracting and administration - balance accountability with practicality
- 2.1.8 Grant application process improvements are needed
- 2.1.9 Include concept-level projects for evaluation: two step process/pre-application
- 2.1.10 Reduce competition - some good projects go without funding
- 2.1.11 Improve clarity of legislation language (work with legislature)
- 2.1.12 Focus on RMs for evaluations of funding IRWM and what works for a region rather than maturity of IRWM group
- 2.1.13 DAC needs supported by local farmer with resources and who would benefit from IRWM involvement
- 2.1.14 Provide direct funding to regions- do not pass through DWR
- 2.1.15 Incorporate cap on funding requests/awards per IRWM region
- 2.1.16 Accountability toward specific performance measures
- 2.1.17 Allow and encourage IRWM plans to be functional equivalent for SB1938 GWMPs
- 2.1.18 Embrace transparency throughout the program
- 2.1.19 Improve time (reduce) it takes to complete agreement after award
- 2.1.20 DWR should establish a method for tying performance and accountability to funding in a way that is transparent and streamlined for use in future funding decisions
- 2.1.21 Grant money needs to be shared with all RWMGs that have valid projects. There should be some minimum amount of money for higher scoring projects still getting higher awards, just less than the current allocation

## **2.2 Provide funding assistance for affordable and sustainable water for all communities**

- 2.2.1 Provide widespread project planning community assistance
- 2.2.2 DAC projects - separate and assist with grant project development
- 2.2.3 Provide timely reimbursement
- 2.2.4 DWR should ensure that all IRWM regions have a standards compliant plan
- 2.2.5 Partner with CDPH for DACs
- 2.2.6 Assign 10% of grant funds (current DAC allotment) to SWRCB for critical water needs disbursement to DACs

## **2.3 Advance diversified, sustainable and dedicated funding for natural resources that is a balance of local, state, and federal sources**

- 2.3.1 Promote the need for publicly-supported stable funding
- 2.3.2 Develop coherent and efficient funding and implementation processes
- 2.3.3 Analyze the feasibility of creating a public utilities charge to fund IRWM actions across the state
- 2.3.4 Use economic principles to encourage sustainable management of natural resources and internalize economic externalities and subsidize survival, not profit maximization
- 2.3.5 Leverage with other funding partners (fed agencies with funding needs state match)
- 2.3.6 Regional approach - multiagency/NGO/FED/State

**2.4 Distribute grant funding proportionately in a non-competitive process**

**3 Improve IRWM processes at all levels to encourage broad participation, support collaboration, and facilitate cooperation among stakeholders**

**3.1 Establish trust through increased outreach to under-represented communities**

- 3.1.1 Develop methods of evaluating the effectiveness of community engagement and participation activities in IRWM regions
- 3.1.2 Perform a needs assessment for under-represented groups and develop strategies for better inclusion of those groups in the future
- 3.1.3 Create incentives (at local level) to get people working together
- 3.1.4 Enhance communication, information, and technical assistance so that everyone can participate effectively
- 3.1.5 Ensure a certain percentage of outreach meetings are held in outlying communities
- 3.1.6 Identify and replicate successful outreach efforts and organizations (e.g. Self Help)

**3.2 Establish a sense of shared responsibility for managing water among local, regional, tribal, state, and federal agencies in order to encourage consensus based decision making**

- 3.2.1 Improve vertical and horizontal coordination and integration within DWR, with federal agencies, between DWR and the regions, between IRWM regions, and within IRWM regions
- 3.2.2 Improve vertical and horizontal coordination and integration among all water management agencies
- 3.2.3 DWR to improve statewide regional and local understanding of impending risks to reliability, quality, and infrastructure if IRWMP process is not successful
- 3.2.4 DWR to improve communication on IRWM through consistent messaging
- 3.2.5 Establish a common language and agreed-upon data, trust, and redefine terms

**3.3 Promote equitable water use among users with a given supply**

- 3.3.1 Identify and resolve conflict between water users to best manage the resource
- 3.3.2 Identify and resolve water rights issues within and between regions
- 3.3.3 Identify ways to bring growers and other private parties into the IRWM process (encourage public/private partnerships)

**3.4 Enable and encourage everyone who has a need for water to have a “say” for water**

- 3.4.1 Support improved tribal participation in IRWM
- 3.4.2 Improve disadvantaged communities (DAC) participation through increased administrative and financial support
- 3.4.3 Provide durable funding for DAC participation
- 3.4.4 Create an acceptable and equitable water resources district system
- 3.4.5 Provide flexibility regarding IRWM Plan adoption for proponents without a typical organized structure (e.g., small environmental groups)
- 3.4.6 Identify underrepresented or underserved stakeholder groups for targeted outreach efforts

**3.5 Promote equitable distribution of project and program costs relative to benefit locations statewide**

- 3.5.1 Enable equal access to funding and equitable sharing of costs and benefits
- 3.5.2 Remove barriers for access to safe drinking water, especially for disadvantaged communities
- 3.5.3 Establish a statewide technical assistance and funding program for small communities, tribes, and DACs to develop plans and projects to address critical water management needs
- 3.5.4 Establish separate funding for assisting DAC projects analysis in advance of implementation grants
- 3.5.5 DWR provides technical assistance to DAC and smaller communities to make them more competitive

**3.6 Provide funding for facilitation support to RWMGs**

- 3.6.1 Provide staff funding for DAC coordinators
- 3.6.2 Provide staff funding for marketing, education and outreach to all communities

**4 Promote and support informed citizens/populations making educated decisions and participating meaningfully in sustainable water management**

**4.1 Increase public awareness of integrated regional water management at the statewide and regional levels**

- 4.1.1 Actively pursue and implement new water management education and outreach efforts
- 4.1.2 Create a water information coordinator to disseminate information and respond to questions (in RWMGs)
- 4.1.3 Provide funding/technical services for water knowledge coordinators in regions to inform, coordinate, and respond to questions
- 4.1.4 Identify regionally/locally connected individuals to support regional and inter-regional coordination
- 4.1.5 Provide dedicated IRWM funding for education and communication
- 4.1.6 Directly fund water resources education programs
- 4.1.7 Encourage brevity in educational materials

**4.2 Enhance communication across the whole state**

- 4.2.1 Create clear operational definitions of IRWM-related terms
- 4.2.2 Establish base information that is broadly accepted and fact-based to disseminate through regions to individuals (starting point of facts, figures and data)
- 4.2.3 Simplify and clarify the language of water management to make it comfortable
- 4.2.4 RWMGs publish/document benefits of funded projects planning and promote successes
- 4.2.5 DWR to develop a website to display projects funded and benefits (by proposition)
- 4.2.6 Establish regional points-of-contact to coordinate between RWMGs and DWR (includes DWR staff and RWMG members)
- 4.2.7 Support inter-regional coordination/communication among RWMGs through establishment of communication networks

4.2.8 DWR to promote effective media for communication between regions and DWR, among regions, and other agencies (websites, social media, conferences, etc)

**4.3 Provide better education for a greater understanding of water and water values for each region of the state**

- 4.3.1 Create an educational system that produces people who are informed, knowledgeable and active
- 4.3.2 Develop a broad public education initiative to increase awareness of the value of water and the complexities of water issues and associated environmental impacts
- 4.3.3 Develop and implement a K-12 water and watershed education program
- 4.3.4 Develop and implement an education and awareness program on water resource challenges for agencies, legislators, and the public (*Stakeholder Comment: too nebulous - split it out to individual strategies*)
- 4.3.5 Promote a culture of efficiency by maximizing demand efficiency and conservation education
- 4.3.6 Create a better level of public trust
- 4.3.7 Identify and replicate efforts of successful education organizations such as Water Education Foundation
- 4.3.8 Effectively communicate benefits of water management strategies (or needs), such as IRWM to build and maintain support
- 4.3.9 Promote clear messaging that is appropriate for different audiences (common language)

**4.4 Promote a well-informed public that works cooperatively on water issues**

- 4.4.1 Promote community resource stewardship
- 4.4.2 Apply appropriate standards for appropriate uses
- 4.4.3 Promote understanding goals/reasoning behind water quality regulations/standards (ground-truth regulations) (Ex: water pollution/arsenic drinking water)
- 4.4.4 When appropriate, directly address misinformation with truth/facts
- 4.4.5 Establish baseline facts in a central location and work from that point forward

**4.5 Achieve consumer confidence in the value of safe, reliable water supply with factual information**

- 4.5.1 Educate the public in order for water to be valued at true cost with factual information, not politically driven "info"

**4.6 Define self-sustainable ecosystems and outline methods to achieve them**

- 4.6.1 Determine what is required to have a sustainable water supply and quality
- 4.6.2 Encourage the use of adaptive management strategies that allow maximum flexibility to account for future uncertainty
- 4.6.3 Encourage use of long-term sustainability goals in the environment, water resources, and the economy to drive development
- 4.6.4 Encourage practices that consider energy use and greenhouse gas reductions when managing water resources

**4.7 Establish a shared understanding between public, policymakers, and all involved stakeholders of the value of water**

4.7.1 Provide readily available information and education to improve awareness and political will

**4.8 Promote a philosophy of holistic water management**

4.8.1 Promote integrated ecological and agricultural conservation

4.8.2 Use a holistic systems-based approach to land use and water planning

4.8.3 Ensure infrastructure sustainability

4.8.4 Formally acknowledge the importance of sustainability planning and practices at all levels and in all aspects of water resources management

4.8.5 Change the current mindset on the individual level

**4.9 Continue and enhance support of integration in water management (*Stakeholder Comment: Too broad*)**

4.9.1 Encourage the next transition from IRWM to integrated resources management that includes local planning

4.9.2 Promote and assist multiple local facilities to function as a single regional facility

4.9.3 Remove barriers and provide support for agency coordination within a watershed

**4.10 Support/encourage increased regional decision-making authority for RWMGs**

4.10.1 Promote real (increased) integration and regional water planning in IRWM regions

4.10.2 Change the paradigm of water management to true integration

4.10.3 Encourage strong, organized RWMG governance structures and responsibilities

**5 Improve water management tools, provide technical assistance, and encourage innovation in the areas of collaboration, trade-off analyses, modeling, and data management**

**5.1 Assist groups in balancing risk, reliability and cost in project and program planning**

5.1.1 Encourage use of a system-wide perspective

5.1.2 Outline standard methods for comparing project/program alternatives

5.1.3 Develop decision support tools

**5.2 Provide facilitation and coordination support (both technical, financial, and organizational) to diverse groups including agencies, DACs, and Tribes involved in water management**

5.2.1 Identify and resolve conflict between water users to best manage the resource

5.2.2 Identify and resolve water rights issues within and between regions

5.2.3 Provide DACs and tribes with technical assistance and funding in the areas of grant writing and feasibility studies to improve grant competitiveness

5.2.4 Create a pool of money to assist regional assistance organizations (like Self-Help) with DAC/small community feasibility studies

5.2.5 Provide assistance to groups and consolidate DACs

5.2.6 Provide tools and manuals for financial and economic analysis that are uniform

**5.3 Improve coordination and collaboration between groups of shared water resource users**

5.3.1 Emphasize the importance of balancing the benefits of varying water resources needs, including ecosystems and the environment, urban and agriculture water supply, water quality, flood protection, and recreation

**5.4 Invest in innovation for continuous improvement of water management practices to build the future of IRWM**

5.4.1 Fund (support) new ideas and solutions that further water reliability, while maintaining existing infrastructure

5.4.2 Encourage innovative management; data management and use, solutions, leveraging, long-term goals, adaptability, and technology

5.4.3 Make planning, Research and Development, and pilot projects eligible for funding

5.4.4 Promote green and natural infrastructure solutions

5.4.5 Encourage “bio-mimicry” through financing to solve water management challenges

5.4.6 Promote water use efficiency through technical assistance and knowledge databases available to all of California

**5.5 Provide technical assistance to RWMGs in the areas of uncertainty analysis, flood risk assessment, and climate change analysis**

5.5.1 Develop and share information on infrastructure that can adapt and respond to stress in ways that maximize environmental resilience, as well as social and economic opportunities

5.5.2 Prepare adaptation strategies for climate change impacts for different climate regions in the state

5.5.3 Assist groups in determining and protecting against the hazards of peak flow

5.5.4 Provide technical assistance to maximize storm water protection and management

5.5.5 Promote informed floodplain management that balances property rights, public health, and the environment

5.5.6 Provide technical assistance to identify critical source water areas for sustainable management of water supply

5.5.7 Provide adequate funding and technical assistance for conservation and management for source water areas

5.5.8 Detail how to optimize groundwater recharge

5.5.9 DWR region staff should provide technical assistance

5.5.10 Create a tool that helps clarify and quantify non-easily monetized benefits of IRWM

**5.6 Promote water use efficiency through technical assistance and knowledge databases available to all of California**

**5.7 Increase stakeholder coordination with improved data sharing and analysis tools**

5.7.1 Promote education of existing tools

5.7.2 Analyze existing databases to determine if existing databases meet needs

5.7.3 Identify a stop-gap database that can be used until new database is created/finalized

5.7.4 Develop a common public integrated database that informs water management

decisions

5.7.5 Create a “real” combined database to enable and encourage data sharing

5.7.6 Provide information on a new centralized database to RWMGs

5.7.7 Provide seminars, web classes, and/or other educational opportunities for RWMGs and water data managers

5.7.8 Promote a central repository for existing data and tools, and support coordination and communication

5.7.9 Reorganize DWR IRWM website to increase access to programs

5.7.10 Engage DWR’s Regional Service Representatives to identify needs of RWMGs

5.7.11 Support RWMG data management efforts by providing information

5.7.12 Create guidelines and portals for RWMGs

**5.8 Listen to customers and act on input**

5.8.1 Bi-yearly survey of RWMGs in concert with process improvement workshops

**6 Achieve regulatory alignment to support IRWM**

**6.1 Promote better integration of regulations into IRWM**

6.1.1 Create consistent policies and activities across regions, agencies, quality standards, and implementation priorities

6.1.2 Enhance integration of IRWM with the Clean Water Act and protection of all beneficial uses, including designations for Native American Culture (CUL) and Subsistence Fishing (FISH)

6.1.3 Remove barriers to access to safe drinking water, especially for disadvantaged communities

6.1.4 Ensure that grants maintain conjunctive management (example: use surface water for drip in lieu of groundwater where water is available)

6.1.5 Require local planning (land use planning) to comply with RWMPs through state law

6.1.6 Create statewide workgroup within resource agencies to promote greater understanding of goals of IRWM

**6.2 Reconfigure regulations to promote common sense, cost effectiveness, functionality, and adaptability in the future**

6.2.1 Identify and revise existing constricting legislation, such as Prop 218

6.2.2 Create a regulatory climate that is supportive of innovative water supply and quality development

6.2.3 Establish MOUs/MOAs between resource agencies and CalEPA to promote IRWM proactively, not reactively

6.2.4 Establish a documented water banking process

**6.3 Improve water supply, including recycled water, reliability through improved coordination of water users and integration of federal, state, and local resources**

6.3.1 Improve/streamline water rights processes to expedite applications that are multi-benefit projects

6.3.2 Clarify and gain consensus regarding common sense long-term planning

6.3.3 Improve the agency process regarding approved uses for recycled water

**6.4 Reconcile IRWM, Senate Bill 1938 (Groundwater Management), and Regional Water Master Plans (RWMPs) with plan requirements**

6.4.1 Require general plans to include IRWMPs as a necessary component to comply with for all land management plans

**7 Achieve alignment among DWR programs to support IRWM**

**7.1 Improve communication within the Department of Water Resources**

7.1.1 Use Regional Coordinators as communicators both internally and throughout DWR

7.1.2 Continue use of e-mail and websites as sources to convey communication

7.1.3 Use templates so that regional coordinators can document needs to perform the work (grant applications, etc.)

**7.2 Improve efficiencies of meetings**

7.2.1 Engage RWMGs for meaningful input into DWR activities that affect IRWM

7.2.2 Conduct multi-function/multi-agency meetings that satisfy the requirements of more than one program

**7.3 Improve the clarity of roles of DWR staff in various offices**

**7.4 Improve communication between IRWM groups and DWR**

**7.5 Tie IRWM and CWP management strategies for implementation and funding**

7.5.1 Use the 30 CWP objectives for funding criteria

**7.6 Stop or minimize major revisions to IRWM plans done previously; they should be administered in a manner to allow incremental improvements (interpolation)**

**8 Achieve alignment among federal, state, and local agencies involved in water management to support IRWM**

**8.1 Improve organization and uniformity of processes for communicating with RWMGs**

8.1.1 Create a common vision to direct public, local, state, and federal programs and projects

8.1.2 Build state plans from the bottom up by using regional and local plans

8.1.3 Enhance intergovernmental affairs coordination to protect and preserve the ecosystem

8.1.4 Promote agile management through communication, collaboration, reduction of agency duplication, and increased agency cooperation

**8.2 Achieve Cross-Jurisdictional Agency Alignment through Collaborative Governance**

8.2.1 Coordinate State and Federal grant cycles to work in an integrated fashion

**8.3 Increase the autonomy of RWMGs**

8.3.1 Promote a bottom-up governance structure

8.3.2 Establish efficient and effective governance for resource management

8.3.3 Promote an effective, efficient, and collaborative governance structure

**8.4 Cultivate strong IRWM leadership at all levels through coordination, training, communication, and support tools**

8.4.1 Improve accountability and awareness of protection of water supplies

8.4.2 Protect source water areas physically, politically, and financially

- 8.4.3 Promote political leadership to overcome barriers focusing on accomplishing sustainable, efficient, and affordable water supply
- 8.4.4 Promote effective power sharing and trust building
- 8.4.5 Improve coordinated water resource planning
- 8.4.6 Pursue continuous evaluation and oversight of process effectiveness

# Temecula Strategic Framework

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1 Continue, enhance, and expand regional collaboration and cooperation through IRWM to meet the water management challenges of population growth, regulatory uncertainty, and climate change, and ensure public safety, environmental stewardship, and economic stability

**1.1 Continue to support regional water management planning and project implementation for the next ten years**

- 1.1.1 Provide new funding for the State's IRWM Grant Program
- 1.1.2 Provide funding for other IRWM actions, such as technical assistance
- 1.1.3 Provide technical assistance funding to DACs
- 1.1.4 Provide technical assistance funding to Tribes
- 1.1.5 Provide separate funding to promote participation and integration of projects
- 1.1.6 Enact legislation to merge concurrent not yet congruent water planning efforts such as California Water Plan, IRWM Strategic Plan
- 1.1.7 Coordinate local planning (UWMP, GWMP, AgWMP) through legislation so that similar assumptions about the environment are made
- 1.1.8 Promote collaboration among RWMGs, particularly within funding areas, rather than competition and division
- 1.1.9 Designate an IRWM seat at SWRCB
- 1.1.10 Identify opportunities for the state to promote policies and laws to remove barriers to IRWM
- 1.1.11 State identifies opportunity for reducing reporting requirements and redundancies through different planning efforts
- 1.1.12 Encourage more public discussion of IRWM, such as in governor's talking points
- 1.1.13 Partner with regions, as requested, to help with planning improvements and sharing lessons learned
- 1.1.14 Offer mentoring services to newly formed, or underdeveloped, RWMGs
- 1.1.15 Establish ongoing financial support for RWMG administrative staff
- 1.1.16 Provide funding for facilitation support to RWMGs

**1.2 Provide funding for facilitation support to RWMGs**

**1.3 Develop disbursement of funds in such a way that it promotes integration and collaboration among regions**

- 1.3.1 Provide dedicated funding to inter-regional projects to promote cross-regional integration
- 1.3.2 Regions within funding areas need to become more integrated and collaborative
- 1.3.3 Support development of interregional projects
- 1.3.4 Encourage regions to merge/join, especially smaller regions, within funding area
- 1.3.5 DWR should re-evaluate the IRWM Regional Acceptance Process
- 1.3.6 Encourage downstream users to participate in inter-regional projects by showing benefits of investments upstream

**1.4 Create a sustainable framework under which IRWM continues in the event that bond funding is no longer available**

- 1.4.1 Impose regulatory (or other) requirement (require during permitting process that the project has been vetted through IRWM process)
- 1.4.2 Identify and highlight the benefits of IRWM planning (advertise, promote lessons learned and successes)
- 1.4.3 Explore, document, and publicize other potential funding sources
- 1.4.4 State should encourage other funders to require projects are vetted through IRWM process
- 1.4.5 Educate other funders about IRWM and its values
- 1.4.6 Market IRWM to specific audiences in ways that are appropriate for that audience (legislature, funding, sources, stakeholders)
- 1.4.7 Use IRWM as a means for streamlining permitting
- 1.4.8 Find more private funding
- 1.4.9 Promote marketing strategies/outreach programs

**1.5 Minimize administration of IRWM programs**

- 1.5.1 Establish incentives for DAC involvement in IRWM process such as pre-funding, set asides, or reduced (administrative requirements)

**1.6 Increase IRWM coverage to incorporate the entire state of California**

**2 Continue to improve the efficiency and effectiveness of DWR's future IRWM grant programs and processes**

**2.1 Promote economic efficiency throughout the IRWM program, including project funding, project and grant management, and funding application processes (*Stakeholder comment: leave prioritization in*)**

- 2.1.1 Evaluate the effectiveness and economic efficiency of existing funding disbursement and tracking methods, and develop strategies for process improvement
- 2.1.2 Reduce expense and simplify the process for participating in the IRWM program
- 2.1.3 Coordinate with other state agencies for ideas on how to improve grant administration and requirements - Align tools and processes (e.g. FAAST apps at the SWRCB)
- 2.1.4 Clarify DWR roll in project prioritization - DWR to defer to local process established in IRWM Plans and approved during plan review
- 2.1.5 Define simple metrics for cost/benefit analysis (e.g. standard avoided SWP cost)
- 2.1.6 Standardized materials for grant administration/management across regional representatives in DWR
- 2.1.7 Compare and contrast to other grant programs (not just state water grants)
- 2.1.8 Allow NGOs to be project proponents
- 2.1.9 Improved scaling of application and reporting processes to the scale of the requested funding

**2.2 Support funding assistance for affordable and sustainable water for all communities**

- 2.2.1 Provide widespread project planning community assistance
- 2.2.2 Evaluate and address contracting barriers to all stakeholders, specifically NGOs, DACs, and Tribes

- 2.2.3 Bring in agencies with jurisdiction over drinking water to address these communities (include and partner together on project to be more competitive)
- 2.2.4 Provide funding to groups with small operational budgets upfront for grant application and management
- 2.2.5 Provide greater assistance or different scoring for DAC projects (e.g. handicap in golf?)

**2.3 Advance diversified, sustainable, and dedicated funding for water related natural resources**

- 2.3.1 Promote the need for publicly-supported stable funding
- 2.3.2 Develop coherent and efficient funding and implementation processes
- 2.3.3 Analyze the feasibility of creating a public utilities charge to fund IRWM actions across the state
- 2.3.4 Use economic principles to encourage sustainable management of natural resources and internalize economic externalities and subsidize survival, not profit maximization
- 2.3.5 Promote sustainability and integration at regional scale
- 2.3.6 Explore how DWR's role changes if funding were to be collected locally/regionally rather than from bond measures

**2.4 Seek economic vitality, multifunctional systems, and system health**

- 2.4.1 Better incentivize integration of Resource Management Strategies from the CWP (e.g. funding allocation, threshold, or greater weighting).
- 2.4.2 Fund planning activities to accomplish greater integration (e.g. funding allocation)

**2.5 Improve consistency in DWR scoring and evaluation of funding applications (or develop a new process is adopted that establishes DWR as a partner in the regional project prioritization process)**

- 2.5.1 Provide training of DWR staff in how to apply scoring criteria
- 2.5.2 Increase objectivity in scoring criteria
- 2.5.3 Provide uniformity in scoring-possibly by 1 individual reviewing all application statewide
- 2.5.4 Develop tools to assist evaluator in scoring (e.g. cost/benefits guide)

**3 Improve IRWM processes at all levels to encourage broad participation, support collaboration, and facilitate cooperation among stakeholders**

**3.1 Perform a needs assessment for under-represented groups and establish strategies for better inclusion of broader stakeholder groups in the future**

- 3.1.1 Develop methods of evaluating the effectiveness of community engagement and participation activities in the IRWM regions
- 3.1.2 Perform a needs assessment for under-represented groups and develop strategies for better inclusion of those groups in the future
- 3.1.3 Create incentives (at local level) to get people working together
- 3.1.4 Enhance communication, information, and technical assistance so that everyone can participate effectively

**3.2 Establish a sense of shared responsibility for managing water among local, regional, tribal, state, and federal agencies in order to encourage consensus based decision-making**

- 3.2.1 Improve efficiency of and processing within DWR
- 3.2.2 Remove regulatory barriers to tribal involvement

**3.3 NOT SPECIFIED**

- 3.3.1 Identify and resolve conflict between water users to best manage the resource
- 3.3.2 Identify and resolve water rights issues within and between regions

**3.4 Enable everyone who has a need for water to have a “say” for water**

- 3.4.1 Support improved tribal participation in IRWM
- 3.4.2 Improve disadvantaged communities (DAC) participation through increased administrative and financial support
- 3.4.3 Provide durable funding for DAC participation
- 3.4.4 Create an acceptable and equitable water resources district system
- 3.4.5 Provide flexibility regarding IRWM Plan adoption for proponents without a typical organized structure (e.g., small environmental groups)
- 3.4.6 Identify underrepresented or underserved stakeholder groups for targeted outreach efforts
- 3.4.7 DWR takes an active role in engaging with tribes and NGOs in the IRWM process
- 3.4.8 DWR partners with RWMGs to establish liaisons to target underrepresented groups

**3.5 Promote equitable distribution of water resources and water rights**

**3.6 Promote equitable distribution of project and program costs in DWR grant funding processes relative to benefit locations statewide**

- 3.6.1 Enable equal access to funding and equitable sharing of costs and benefits
- 3.6.2 Remove barriers for access to safe drinking water, especially for disadvantaged communities and tribes

**3.7 Reduce grant processing requirements for non-governmental and nonprofit organizations and dedicate funding for technical assistance**

**3.8 Continue to enhance DWR's support of RWMGs**

- 3.8.1 DWR representatives at RWMG meetings to remind/support inclusion of all stakeholders within a region

**4 Promote and support informed citizens/populations making educated decisions and participating meaningfully in sustainable water management**

**4.1 Increase public awareness of integrated regional water management at the statewide and regional levels, and enhance communication across the state**

- 4.1.1 Actively pursue and implement a new water management education and outreach effort
- 4.1.2 Educate federal and state regulatory and resource agency staff on the value of IRWM
- 4.1.3 Educate local land use planners on the value of IRWM - connection between water resources management and land use
- 4.1.4 Expand public relations (e.g. signage on IRWM projects) to grow public support for IRWM

4.1.5 Seek teachers union support for IRWM - then leverage their networks (partner on K-12 curriculum)

4.1.6 Give out information via newspaper and tweets

4.1.7 Give non-monetary recognition (daily/weekly/monthly water wise winners) to people (water wise warrior of the week)

4.1.8 Create clear operational definitions of IRWM-related terms

**4.2 Provide better water-related education to promote a well-informed public and a shared understanding between them, policymakers, and all involved stakeholders of the value of water**

4.2.1 Create an educational system that produces people who are informed, knowledgeable, and active

4.2.2 Develop a broad public education initiative to increase awareness of the value of water and the complexities of water issues and associated environmental impacts

4.2.3 Identify, develop, and implement a K-12 water and watershed education program via grant money for regional water teachers and encourage participatory learning (kinesthetic)

4.2.4 Develop and implement an education and awareness program on water resource challenges for agencies, legislators, and the public

4.2.5 Promote a culture of efficiency by maximizing demand efficiency and conservation education

4.2.6 Create a better level of public trust

4.2.7 Educate public on true cost of water provision (i.e. capital costs, pumping, etc.)

4.2.8 Incorporate community recognition (e.g. awards) for good water management/conservation

4.2.9 Support/fund local water resources outreach efforts

4.2.10 Promote community resource stewardship

4.2.11 Explain the justifications for water rates and benefits of water conservation

4.2.12 Educate the public in order for water to be valued at true cost

4.2.13 Provide readily available information and education to improve awareness and political will

**4.3 Promote a philosophy of holistic water management and outline methods of achieving self-sustainable ecosystems**

4.3.1 Determine what is required to have a sustainable water supply and quality

4.3.2 Encourage the use of adaptive management strategies that allow maximum flexibility to account for future uncertainty

4.3.3 Encourage use of long-term sustainability goals in the environment, water resources, and the economy to drive development

4.3.4 Encourage practices that consider energy use and greenhouse gas reductions when managing water resources

4.3.5 Promote integrated ecological and agricultural conservation

4.3.6 Use a holistic systems-based approach to land use and water planning

4.3.7 Ensure infrastructure sustainability

4.3.8 Formally acknowledge the importance of sustainability planning and practices at all levels and in all aspects of water resources management

4.3.9 Plan for all social needs in water-based recreation (e.g. trash)

**4.4 Continue and enhance support of integration in water management**

- 4.4.1 Encourage the next transition from IRWM to integrated resources management that includes local planning
- 4.4.2 Promote and assist multiple local facilities to function as a single regional facility
- 4.4.3 Remove barriers and provide support for agency coordination within a watershed

**4.5 Increase regional autonomy for RWMGs**

- 4.5.1 Promote real (increased) integration and regional water planning in IRWM regions
- 4.5.2 Change paradigm of water management to true integration
- 4.5.3 Encourage strong, organized RWMG governance structures and responsibilities

**5 Improve water management tools, provide technical assistance, and encourage innovation in the areas of collaboration, trade-off analyses, modeling, and data management**

**5.1 Assist groups in balancing risk, reliability, and cost in project and program planning**

- 5.1.1 Encourage use of a system-wide perspective
- 5.1.2 Outline standard methods for comparing project/program alternatives
- 5.1.3 Develop and make available decision support tools
- 5.1.4 Find ways to assign value to the intrinsic and qualitative aspects of project/efforts and allow these aspects to be funded in IRWM grant program

**5.2 Provide facilitation and coordination support (both technical and financial) to diverse water user groups involved in water management**

- 5.2.1 Identify and resolve conflict between water users to best manage the resource
- 5.2.2 Identify and resolve water rights issues within and between regions
- 5.2.3 Reward achievement of RWMGs doing well. Don't interfere with grant award reductions
- 5.2.4 DWR should truly partner with RWMGs in a supportive role instead of grant funding judge. (Ex: Principal walking into classrooms to see which classes are doing well - reward them. Those classes that are challenged, work with that teacher to find out what resources are needed to make improvements. This would also streamline DWR's process.)
- 5.2.5 Provide an alternate process that recognizes the value of innovative projects that may not be competitive using traditional scoring standards

**5.3 Improve coordination and collaboration between groups of shared water resource users**

- 5.3.1 Emphasize the importance of balancing the benefits of varying water resources needs, including ecosystems and the environment, urban and agriculture water supply, water quality, flood protection, and recreation
- 5.3.2 Streamline data needs, forms, applications, etc. Encourage data warehousing and templates
- 5.3.3 Minimize inter- and intra-regional competition to encourage collaboration and provide techniques or methods to improve collaboration like encouraging RWMGs in funding areas to form MOUs and eliminate the need to compete

**5.4 Invest in innovation for continuous improvement of water management practices to build the future of IRWM**

- 5.4.1 Fund (support) new ideas and solutions that further water reliability, while maintaining existing infrastructure
- 5.4.2 Encourage Innovative management; data management and use, solutions, leveraging, long-term goals, adaptability, and technology
- 5.4.3 Make planning, Research & Development (R&D), and pilot projects eligible for funding
- 5.4.4 Promote green and natural infrastructure solutions
- 5.4.5 Encourage “bio-mimicry” through financing to solve water management challenges
- 5.4.6 Invest in R&D/innovation by not making Return On Investment (ROI) a strict requirement of IRWM grant funding (True R&D may not yield results, but unless you try it, you will never know)
- 5.4.7 DWR should be a clearinghouse for IRWM tools used throughout California
- 5.4.8 Look outside the U.S. for innovation to meet goals
- 5.4.9 Re-evaluate the requirements for an economic analysis to make it less costly and fit within the regional perspective. Maybe economic analysis has out-lived its usefulness

**5.5 Provide technical assistance to RWMGs in the areas of uncertainty analysis, flood risk assessment, and climate change analysis**

- 5.5.1 Develop and share information on infrastructure that can adapt and respond to stress in ways that maximize environmental resilience, as well as social and economic opportunities
- 5.5.2 Prepare adaptation strategies for climate change impacts for different climate regions in the state
- 5.5.3 Assist groups in determining and protecting against the hazards of peak flow
- 5.5.4 Provide technical assistance to maximize storm water protection and management
- 5.5.5 Promote informed floodplain management that balances property rights, public health, and the environment
- 5.5.6 Provide technical assistance to identify critical source water areas for sustainable management of water supply
- 5.5.7 Provide adequate funding and technical assistance for conservation and management for source water areas
- 5.5.8 Detail how to optimize groundwater recharge

**5.6 Promote water use efficiency through technical assistance and knowledge databases available to all of California**

- 5.6.1 Provide data/information systems that promote information sharing regarding programs and elements within programs. Also, share Best Management Practices submitted by other regions in their RWMPs
- 5.6.2 Allow regions more autonomy to determine priorities based from local findings
- 5.6.3 Promote the California landscape (new norm) with the CA Urban Water Conservation Council - cooperative engagement with SWRCB, DWR, Department of Pesticide and Regulation, and the CA Urban Water Conservation Council. This may be an opportunity to be more integrated with multiple benefits (rework landscape ordinance).

5.6.4 Create best management practices (e.g. the CA sprinkler adjustment system) manual for water conservation/efficiency

**5.7 Increase stakeholder coordination with improved data sharing and analysis tools**

5.7.1 Promote education on existing tools

5.7.2 Analyze existing databases to determine if existing databases meet needs

5.7.3 Identify stop-gap database that can be used until new database is created/finalized

5.7.4 Develop a common public integrated database that informs water management decisions

5.7.5 Create a “real” combined database to enable and encourage data sharing

5.7.6 Provide information on a new centralized database to RWMGs

5.7.7 Provide seminars, web classes, and/or other educational opportunities for RWMGs and water data managers

5.7.8 Promote a central repository for existing data and tools, and support coordination and communication

5.7.9 Establish a feedback communication tool to document tools that work/don't work

5.7.10 Promote the use of different types of media to convey information

5.7.11 Create a tool to document and demonstrate IRWM progress both regionally and statewide

**5.8 Track RWMG challenges and compare with state policies to identify opportunities to better align state policies to assist local needs. (Ex: Prop 218 is an impediment to the need for affordable rate structures for low-income customers)**

**6 Achieve regulatory alignment to support IRWM**

**6.1 Promote better integration of regulations into IRWM**

6.1.1 Create consistent policies and activities across regions, agencies, quality standards, and implementation priorities

6.1.2 Enhance integration of IRWM with the Clean Water Act and protection of all beneficial uses, including designations for Native American Culture (CUL) and Subsistence Fishing (FISH)

6.1.3 Remove barriers to access to safe drinking water, especially for disadvantaged communities

6.1.4 Support and formalize the Round Table of Regions and expand representation to include water management entities (local, state and federal).

6.1.5 Encourage the Association of California Water Agencies (ACWA) to create a regulatory committee focused on IRWM

6.1.6 Greater partnership with the SWRCB to implement/address 303d listing issue

6.1.7 Remove regulatory barriers to tribal involvement

6.1.8 Streamline permitting process for IRWM (CEQA) functional equivalency projects

**6.2 Reconfigure regulations to promote common sense, cost effectiveness, functionality, consistency, and adaptability in the future**

6.2.1 Identify and revise existing constricting legislation, such as Prop 218

6.2.2 Create a regulatory climate that is supportive of innovative water supply and quality development

6.2.3 Align federal and state permitting requirements to better facilitate IRWM Projects (e.g. US Army Corps of Engineers vs. US Fish and Wildlife Service mitigation)

6.2.4 Reconcile city codes to promote water conservation and other IRWM practices

**6.3 Improve water supply reliability through improved coordination of flood and water users, and integration of federal, state, and local resources**

6.3.1 Create water supply subgroup of Roundtable of Regions

**6.4 Use IRWM at the regional level to develop innovative alternatives for achieving regulatory compliance**

6.4.1 Implementation agencies meet with regulatory staff early and often during project process

6.4.2 Local flood and water agencies should discuss and develop common goals, bringing awareness of regulatory needs and framework to the IRWM planning process

6.4.3 Get conceptual commitment from management within regulatory agencies prior to getting involved at staff levels

6.4.4 Partner with Regional Water Quality Control Boards to address water quality impairments as an alternative to formal TMDLs

**6.5 Find ways to remove or modify institutional barriers and practices that impede or prevent sustainable water resource management**

**6.6 Use IRWM to support solutions to regulatory non-compliance**

6.6.1 Meet early as a region with regulatory staff (and discuss goals)

6.6.2 Collaborate on common goals/objectives

**7 Identify and achieve alignment among DWR programs to support IRWM**

**7.1 Improve communication within the Department of Water Resources**

7.1.1 Increase use of Regional Coordinators

7.1.2 Improve coordination and communication in relation to interpretation of guidelines and procedures

7.1.3 Improve coordination of regional offices with DWR's headquarters

**7.2 Improve communication within DWR and external agencies**

7.2.1 Engage RWMGs for meaningful input into DWR activities that affect IRWM

7.2.2 Conduct multi-function/multi-agency meetings that satisfy the requirements of more than one program

**7.3 Incorporate IRWM values and benefits in California Water Plan (Bay-Delta Conservation Plan [BDCP], and flood management)**

7.3.1 Compile water demands and supplies of all IRWMs and use that for California Water Plan reconciliation and project reconciliation

7.3.2 Pro-active collaboration between efforts

7.3.3 Review all IRWMPs and compile for next CWP to capture a more accurate regional picture

**7.4 Better timing for release of grant funding**

7.4.1 Increase efficiency of roll out of grant funds to recipients

**7.5 Consolidate water management plans under IRWM**

7.5.1 Allow an "integrated" plan to be submitted for multiple plans (e.g. use IRWM format to meet UWMP needs, AgWMP, GWMP, stormwater)

7.5.2 Streamline requirements for IRWM and URWMP

**7.6 BDCP alignment of water supply with IRWM goal to reduce reliance on imported water**

- 7.6.1 Develop a clear definition of what "reduced reliance" means
- 7.6.2 Optimize local resources first
- 7.6.3 Coordination of UWMP imported water projections with IRWMP

**7.7 Align DWR's flood management objectives with IRWM planning**

- 7.7.1 Outreach programs to inform the IRWM regions regarding the goals of a systems approach
- 7.7.2 Incentivize through grant program
- 7.7.3 Use a systems approach
- 7.7.4 Implement a statewide groundwater management plan

**7.8 Align DWR programs to better communicate the "systems approach"**

- 7.8.1 Emphasize concepts across multiple grant programs
- 7.8.2 Create an IRWM dictionary

**7.9 Identify the prioritization of planning goals as they are values to statewide planning needs**

**7.10 Align policy, programs, and data**

**7.11 Recognize regional IRWM Planning when executing grant funding process/evaluation (use IRWMP prioritization)**

- 7.11.1 Align the IRWM plan process with the grant process
- 7.11.2 Provide flexibility in IRWM Program to adapt to needs of a region "one size doesn't fit all"

**8 Achieve alignment among federal, state, and local agencies involved in water management to support IRWM**

**8.1 Improve organization and uniformity of processes for collaborating with RWMGs**

- 8.1.1 Create a common vision to direct public, local, state, and federal programs and projects
- 8.1.2 Build state plans from the bottom up by using regional and local plans
- 8.1.3 Enhance intergovernmental affairs coordination to protect and preserve the ecosystem
- 8.1.4 Promote agile management through communication, collaboration, reduction of agency duplication, and increased agency cooperation
- 8.1.5 *Stakeholder comment: see Roundtable of Regions strategy from Strategy 6.1.4*

**8.2 Achieve Cross-Jurisdictional Agency Alignment through Collaborative Governance**

- 8.2.1 Identify projects that have regional participation focusing on multiple benefits
- 8.2.2 Identify key contacts and resource agency representatives within a region with goals (matrix approach)
- 8.2.3 Develop funding incentives for collaborative planning between conflicting interests
- 8.2.4 Education and outreach to federal and state agencies on the value of IRWM with focus at the staff level
- 8.2.5 Facilitate coordination between agencies from headwaters to downstream users
- 8.2.6 When there is a state-federal nexus for permits/needs bring these relevant agencies into planning efforts at idea stage, not after development

8.2.7 Develop more relationships between local, state, federal, and private partnerships to look for alignment between needs

8.2.8 Look beyond state/federal grant monies; private businesses want to be "white hat" relative to carbon neutrality and sustainable ecosystem basis

**8.3 Increase the autonomy of RWMGs**

8.3.1 Promote a bottom-up governance structure

8.3.2 Establish efficient and effective governance for resource management

8.3.3 Promote an effective, efficient, and collaborative governance structure

**8.4 Cultivate strong IRWM leadership at all levels through coordination, training, communication, and support tools**

8.4.1 Improve accountability and awareness of protection of water supplies

8.4.2 Protect source water areas physically, politically, and financially

8.4.3 Promote political leadership to overcome barriers focusing on accomplishing sustainable, efficient, and affordable water supply

8.4.4 Promote effective power sharing and trust building

8.4.5 Improve coordinated water resource planning

8.4.6 Pursue continuous evaluation and oversight of process effectiveness

8.4.7 Acknowledge US Forest Service importance in source water protection (50% of drinking water starts on forest service managed land)

8.4.8 Identify agency representatives and staff and develop matrix of contacts

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# Burbank Strategic Framework

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1 Enhance ongoing IRWM collaboration and cooperation to meet the water management challenge of climate change and ensure public safety, environmental stewardship, population growth, and economic stability

**1.1 Continue to support regional water management planning and project implementation for the next ten years**

- 1.1.1 Provide new funding for the State's IRWM Grant Program
- 1.1.2 Provide funding for other IRWM actions, such as technical assistance
- 1.1.3 Provide funding for facilitation support to RWMGs
- 1.1.4 Collaborative process (direct dialogue) between legislature, agencies, and IRWM groups about funding priorities
- 1.1.5 Report out to state legislators about the status of IRWM

**1.3 Provide dedicated funding and transparency to inter-regional projects to promote cross-regional integration**

- 1.3.1 Engage and empower non-profit sector to define, develop, and coordinate interregional projects (inter-IRWM regions)
- 1.3.2 Facilitate cost-sharing opportunities (public/private partnerships)
- 1.3.3 The state to identify and facilitate cross-IRWM-regional project opportunities

**1.4 Create a sustainable framework under which IRWM continues in the event that bond funding is no longer available**

- 1.4.1 Collect data and perform analysis on activities, costs, benefits, and results of current and proposed future spending
- 1.4.2 Identify IRWM strategies that will improve the return on investment
- 1.4.3 Develop ways for private investors to participate in IRWM infrastructure investments (e.g. mitigation bank)
- 1.4.4 Statewide infrastructure bank with interregional structure funds (public/private partnership bank)

2 Continue to improve the efficiency and effectiveness of DWR's future IRWM grant programs and processes

**2.1 Promote economic efficiency throughout the IRWM program, including project funding, project prioritization, project and grant management, and funding application processes**

- 2.1.1 Evaluate the effectiveness and economic efficiency of existing funding disbursement and tracking methods, and develop strategies for process improvement
- 2.1.2 Reduce expense and simplify the process for participating in the IRWM program
- 2.1.3 Coordinate with other state agencies for ideas on how to improve grant administration and requirements
- 2.1.4 Implement a hybrid funding strategy
- 2.1.5 Bottom up approach to ranking criteria that follows priorities in adopted IRWMPs within funding area
- 2.1.6 Evaluate efficiency of DWR grant application and invoice payment processes
- 2.1.7 Acknowledge feedback received by messaging the responses and reasoning

2.1.8 Create a template of grant programs, applications, and invoicing protocols of multiple government agencies

**2.2 Provide funding assistance for affordable and sustainable water for all communities**

2.2.1 Provide widespread project planning community assistance

2.2.2 Use the approved and adopted IRWMP as a vehicle to obtain funding through other funding sources

2.2.3 Top down promotions of IRWMPs to other state and federal programs

2.2.4 Make funding decisions based on how well projects meet needs of area stated in each area's plan (use regional priorities)

2.2.5 Create a separate simplified grant application process for DACs

**2.3 Advance diversified, sustainable and dedicated funding for natural resources that is a balance of local, state, and federal sources**

2.3.1 Promote the need for publicly-supported stable funding

2.3.2 Develop coherent and efficient funding and implementation processes

2.3.3 Analyze the feasibility of creating a public utilities charge to fund IRWM actions across the state

2.3.4 Use economic principles to encourage sustainable management of natural resources and internalize economic externalities and subsidize survival, not profit maximization

2.3.5 Feature example projects/regions demonstrating the combination of multiple funding sources that implement the IRWM vision

**2.4 Seek economic vitality, multifunctional systems, and system health**

2.4.1 Incentivize the collaboration between different regions of the state to promote economic vitality - collaboration across major water use categories

**3 Improve IRWM processes at all levels to encourage broad participation, support collaboration, and facilitate cooperation among stakeholders**

**3.1 NOT SPECIFIED**

3.1.1 Develop methods of evaluating the effectiveness of community engagement and participation activities in the IRWM regions

3.1.2 Perform a needs assessment for under-represented groups and develop strategies for better inclusion of those groups in the future

3.1.3 Create incentives (at local level) to get people working together

3.1.4 Enhance communication, information, and technical assistance so that everyone can participate effectively

**3.2 Establish a sense of shared responsibility for managing water among local, regional, tribal, state, and federal agencies in order to encourage consensus based decision-making**

3.2.1 Improve efficiency of and processing of grants, agreements, and invoicing within DWR

3.2.2 Remove regulatory barriers to tribal involvement

**3.3 NOT SPECIFIED**

3.3.1 Identify and resolve conflict between water users to best manage the resource

3.3.2 Identify and resolve water rights issues within and between regions

**3.4 Enable everyone who has a need for water to have a “say” for water**

- 3.4.1 Support improved tribal participation in IRWM
- 3.4.2 Improve disadvantaged communities (DAC) participation through increased administrative and financial support
- 3.4.3 Provide durable funding for DAC participation
- 3.4.4 Create an acceptable and equitable water resources district system
- 3.4.5 Provide flexibility regarding IRWM plan adoption for proponents without a typical organized structure (e.g., small environmental groups)
- 3.4.6 Identify underrepresented or underserved stakeholder groups for targeted outreach efforts
- 3.4.7 DWR takes an active role in engaging with tribes and NGOs in the IRWM process
- 3.4.8 DWR partners with RWMGs to establish liaisons to target underrepresented groups

**3.5 Promote equitable distribution of water resources and water rights**

**3.6 Promote equitable distribution of project and program costs in DWR grant funding process relative to benefit locations statewide**

- 3.6.1 Enable equal access to funding and equitable sharing of costs and benefits
- 3.6.2 Remove barriers for access to safe drinking water, especially for disadvantaged communities and tribes

**3.7 Reduce grant processing requirements for non-governmental and nonprofit organizations and dedicate funding for technical assistance**

**3.8 Continue to enhance DWR's support of RWMGs**

- 3.8.1 DWR representatives should attend RWMG meetings to remind/support inclusion of all stakeholders within a region

**4 Promote and support informed citizens/populations making educated decisions and participating meaningfully in sustainable water management**

*( Stakeholder Comment: Re-order Objectives below to start generally about water and water value and then go to IRWM)*

**4.1 Increase public awareness of integrated regional water management at the statewide and regional levels**

- 4.1.1 Actively pursue and implement a new water management education and outreach effort
- 4.1.2 Actively notify the public and city departments of RWMG meetings to promote active participation
- 4.1.3 Use multi-language outreach for IRWM meetings and information pamphlets

**4.2 Enhance communication across the whole state**

- 4.2.1 Create clear operational definitions of IRWM-related terms
- 4.2.2 Highlight accomplishments of IRWM through case studies and success stories
- 4.2.3 Create a standardized brand for communications

**4.3 Provide better education for a greater understanding of water and water value for each region of the state**

- 4.3.1 Create an educational system that produces people who are informed, knowledgeable and active
- 4.3.2 Support a broad public education initiative to increase awareness of the value of water and the complexities of water issues and associated environmental impacts
- 4.3.3 Support and implement a K-12 water and watershed education program
- 4.3.4 Support and implement an education and awareness program on water resource challenges for agencies, legislators, and the public
- 4.3.5 Promote a culture of efficiency by maximizing demand efficiency and conservation education
- 4.3.6 Create a better level of public trust
- 4.3.7 Identify and expand existing educational opportunities and outreach (local schools, colleges) and create watershed awareness

**4.4 Promote a well-informed public that works cooperatively on water issues**

- 4.4.1 Promote community resource stewardship
- 4.4.2 Promote educational awareness of RWM/IRWM at local parks and open spaces, because that is the type of land use that facilitates education
- 4.4.3 Include educational institutions and community service groups in project participation throughout project implementation
- 4.4.4 Involve water value at cultural events both ethically and ideologically

**4.5 Achieve consumer confidence in the value of safe, reliable water supply**

- 4.5.1 Educate the public in order for water to be valued at true cost

**4.6 Define self-sustainable ecosystems and outline methods to achieve them**

- 4.6.1 Determine what is required to have a sustainable water supply and quality
- 4.6.2 Encourage the use of adaptive management strategies that allow maximum flexibility to account for future uncertainty
- 4.6.3 Encourage use of long-term sustainability goals in the environment, water resources, and the economy to drive development
- 4.6.4 Encourage practices that consider energy use and greenhouse gas reductions when managing water resources

**4.7 Establish a shared understanding between public, policymakers, and all involved stakeholders of the value of water**

- 4.7.1 Provide readily available information and education to improve awareness and political will
- 4.7.2 Encourage/require/force city land use and planning staff to participate in IRWM
- 4.7.3 Involve mayor's office as a lobbyist/spokesperson for water issues
- 4.7.4 Promote education and awareness of water issues for informing state legislative representatives and congressional representatives

**4.8 Promote a philosophy of holistic water management**

- 4.8.1 Promote integrated ecological and agricultural conservation
- 4.8.2 Use a holistic systems-based approach to land use and water planning
- 4.8.3 Ensure infrastructure sustainability

4.8.4 Formally acknowledge the importance of sustainability planning and practices at all levels and in all aspects of water resources management

4.8.5 RWMG plans need to be incorporated into local planning documents, including city planning documents

**4.9 Continue and enhance support of integration in water management**

4.9.1 Encourage the next transition from IRWM to integrated resources management that includes local planning

4.9.2 Promote and assist multiple local facilities to function as a single regional facility

4.9.3 Remove barriers and provide support for agency coordination within a watershed

4.9.4 Increase publicity of RWMG plans

**4.10 Increase regional autonomy for RWMGs**

4.10.1 Promote real (increased) integration and regional water planning in IRWM regions

4.10.2 Change paradigm of water management to true integration

4.10.3 Encourage strong, organized RWMG governance structures and responsibilities

**5 Improve water management tools, provide technical assistance, and encourage innovation in the areas of collaboration, trade-off analyses, modeling, and data management solutions and communication**

**5.1 Assist groups in balancing risk, reliability, and cost in project and program planning**

5.1.1 Encourage use of a system-wide perspective

5.1.2 Outline standard methods for comparing project/program alternatives

5.1.3 Develop (and make available) decision support tools that can be tailored/customized for use in different areas

5.1.4 Develop examples of how different regions have developed goals for less formalized aspects of water management (such as natural resources, flood, etc.)

5.1.5 DWR provide more templates and examples of what "good" IRWM plan sections (and grant sections) look like

5.1.6 Identify opportunities to use existing plan and modeling efforts from larger, more established areas/agencies

5.1.7 Provide standard tool and template for performing Cost/Benefit analysis to level the playing field

**5.2 Provide facilitation and coordination support (both technical and financial) to diverse groups involved in water management**

5.2.1 Identify and resolve conflict between water users to best manage the resource

5.2.2 Identify and resolve water rights issues within and between regions (*Stakeholder Comment: May be best left to state board [fear of overstepping/ regulating]*)

5.2.3 Fund mentoring/assistance from technically strong regions to demonstrate/share techniques, objectives, and tools on technical topics (data management, climate change analysis, etc.)

5.2.4 Create a model/template that demonstrates how an "ideal" region balances different uses/needs within a watershed through the IRWM plan and implementation project development/selection (agricultural regions vs. urban regions vs. mixed regions)

**5.3 Promote coordination and collaboration between groups of shared water resource users**

5.3.1 Emphasize the importance of balancing the benefits of varying water resources needs, including ecosystems and the environment, urban and agriculture water supply, water quality, flood protection, and recreation

5.3.2 Provide better definition of integration in water planning (suite of single benefit projects vs. one project with many benefits)

5.3.3 Change IRWM summit in Sacramento to a more frequent, but smaller/less formalized event(s) held at regional level (maybe by DWR region)

5.3.4 Create common data repositories

**5.4 Invest in innovation for continuous improvement of water management practices to build the future of IRWM**

5.4.1 Fund (support) new ideas and solutions that further water reliability, while maintaining existing infrastructure

5.4.2 Encourage Innovative management; data management and use, solutions, leveraging, long-term goals, adaptability, and technology

5.4.3 Make planning, Research & Development, and pilot projects eligible for funding

5.4.4 Promote green and natural infrastructure solutions

5.4.5 Encourage “bio-mimicry” through financing to solve water management challenges (*Stakeholder comment: needs less specificity/less buzz-wordy*)

**5.5 Provide technical assistance to RWMGs in the areas of uncertainty analysis, flood risk assessment, and climate change analysis**

5.5.1 Develop and share information on infrastructure that can adapt and respond to stress in ways that maximize environmental resilience, as well as social and economic opportunities

5.5.2 Prepare adaptation strategies for climate change impacts for different climate regions in the state

5.5.3 Assist groups in determining and protecting against the hazards of peak flow

5.5.4 Provide technical assistance to maximize storm water protection and management

5.5.5 Promote informed floodplain management that balances property rights, public health, and the environment

5.5.6 Provide technical assistance to identify critical source water areas for sustainable management of water supply

5.5.7 Provide adequate funding and technical assistance for conservation and management for source water areas

5.5.8 Detail how to optimize groundwater recharge

5.5.9 Provide assistance in calculating/characterizing "less typical" benefits (recreation, aesthetics, environmental, etc.). See IMPLAN program

5.5.10 DWR to engage universities (UC chancellor) in managing data, creating tools, and making recommendation (including GIS, water management). (Get letter of support from each IRWM region)

5.5.11 DWR should work with USFS to identify areas above communities at risk (ex: Hetch Hetchy integration with USFA and NPS managed lands)

**5.6 Promote water use efficiency through technical assistance and knowledge databases available to all of California**

5.6.1 Identify and provide example of regions or agencies doing "good" water use efficiency. (How are different regions approaching conservation)

5.6.2 Provide list of contacts/database of who has created information packets, media materials, etc. in support of different topic areas: water conservation, climate change, etc.

**5.7 Increase stakeholder coordination with improved data sharing and analysis tools**

5.7.1 Promote education of existing tools

5.7.2 Analyze existing databases to determine if existing databases meet needs

5.7.3 Identify stop-gap database that can be used until new database is created/finalized

5.7.4 Develop a common public integrated database that informs water management decisions

5.7.5 Create a "real" combined database to enable and encourage data sharing

5.7.6 Provide information on a new centralized database to RWMGs

5.7.7 Provide seminars, web classes, and/or other educational opportunities for RWMGs and water data managers

5.7.8 Promote a central repository for existing data and tools, and support coordination and communication

**5.8 Promote coordination and collaboration between groups of shared water resource users**

**6 Achieve regulatory alignment to support IRWM**

**6.1 Promote better integration of regulations into IRWM**

6.1.1 Enhance integration of IRWM with the Clean Water Act and protection of all beneficial uses, including designations for Native American Culture (CUL) and Subsistence Fishing (FISH)

6.1.2 Remove barriers to access to safe drinking water, especially for disadvantaged communities

6.1.3 Identify and reduce redundancy in regulation oversight (e.g. CEQA and IRWM Grant Program)

**6.2 Reconfigure regulations to promote common sense, cost effectiveness, functionality, and adaptability in the future**

6.2.1 Create a regulatory climate that is supportive of innovative water supply and quality development

6.2.2 Create registry (matrix) of various regulations governing water management, including benefits

6.2.3 Identify underlying purpose of regulations and collaborate to achieve them through IRWM

6.2.4 Give NGOs authority to manage IRWM projects

6.2.5 Create consistent policies and activities across regions, agencies, quality standards, and implementation priorities

**6.3 Improve water supply reliability through improved coordination of water users and integration of federal, state, and local resources**

## 7 Achieve alignment among DWR programs to support IRWM

### 7.1 Improve communication within the Department of Water Resources

- 7.1.1 Increase use of Regional Coordinators
- 7.1.2 Improve communication between DWR's Headquarters and DWR Regional Offices
- 7.1.3 Develop consistent understanding of IRWM throughout DWR organization (e.g. DWR Headquarters and DWR Region Offices, and DWR's Department of Flood Management)
- 7.1.4 Empower DWR Region Offices to disperse funding and provide urgent assistance to groups
- 7.1.5 Give DWR Regional Offices a voice/vote in IRWM funding decisions and assistance requests

### 7.2 NOT SPECIFIED

- 7.2.1 Engage RWMGs for meaningful input into DWR activities that affect IRWM
- 7.2.2 Conduct multi-function/multi-agency meetings that satisfy the requirements of more than one program
- 7.2.3 Focus the bi-annual water supply reliability report on long-term certainty and assurances with fewer influences from acute regulatory issues. Look at region variances (not one size fits all)

### 7.3 Expand the role of DWR in interacting with the RWMGs on a regular basis

- 7.3.1 Fund the Regional Service Representative program to enable representatives to attend regular RWMG meetings and meeting requests

## 8 Achieve alignment among federal, state, and local agencies involved in water management to support IRWM

### 8.1 Improve organization and uniformity of processes for communicating with RWMGs

- 8.1.1 Create a common vision to direct public, local, state, and federal programs and projects
- 8.1.2 Build state plans from the bottom up by using regional and local plans
- 8.1.3 Enhance intergovernmental affairs coordination to protect and preserve the ecosystem
- 8.1.4 Promote agile management through communication, collaboration, reduction of agency duplication, and increased agency cooperation

### 8.2 Achieve Cross-Jurisdictional Agency Alignment through Collaborative Governance

- 8.2.1 Develop list of stakeholders involved in all aspects of water management within a region (and throughout the state). Have federal agencies promote this effort throughout the nation
- 8.2.2 Increase leveraging of existing resources by prompting multiple benefit projects (including private/public partnership)
- 8.2.3 Allow for flexibility in the transfer of available water supplies across jurisdictions (throughout the state) to promote economic stability and long term sustainability with minimal top down influence (regional agreements)
- 8.2.4 Establish a collaborative process (dialogue) between legislature, agencies, and IRWM groups about funding priorities
- 8.2.5 State leadership to promote constructive dialog within the Resources Agency

8.2.6 DWR to continue hosting Water 360 and IRWM summit

8.2.7 Analyze and record what every agency is mandated to do

**8.3 Increase the autonomy of RWMGs**

8.3.1 Promote a bottom-up governance structure

8.3.2 Establish efficient and effective governance for resource management

8.3.3 Promote an effective, efficient, and collaborative governance structure

8.3.4 Economic impact analysis in regulation to protect long-term sustainability of agricultural investments so that someone who banks SWP water can transfer to another region/area/etc without the state squashing it

**8.4 Cultivate strong IRWM leadership at all levels through coordination, training, communication, and support tools**

8.4.1 Improve accountability and awareness of protection of water supplies

8.4.2 Protect source water areas physically, politically, and financially

8.4.3 Promote political leadership to overcome barriers focusing on accomplishing sustainable, efficient, and affordable water supply

8.4.4 Promote effective power sharing and trust building

8.4.5 Improve coordinated water resource planning

8.4.6 Pursue continuous evaluation and oversight of process effectiveness

# Stockton Strategic Framework

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## 1 Continue, enhance, and expand regional collaboration and cooperation

### 1.1 Continue to support regional water management planning and project implementation for the next ten years

- 1.1.1 Provide new funding for the State's IRWM Grant Program
- 1.1.2 Provide funding for other IRWM actions, such as technical assistance
- 1.1.3 Promote and facilitate multi-agency conversations for developing multi-objective and synergistic projects
- 1.1.4 Work towards aligning state and federal agencies and resources to support IRWM (funding, regulatory) and multi-benefit projects
- 1.1.5 Involve cities and appeal to mayors
- 1.1.6 Provide base funding to all regions so that they could continue to operate as a regional group and leave it to them how to allocate the funds
- 1.1.7 Align local plans with regional plans (as each independent agency develops a strategic plan, it should be aligned with a regional plan, so that it can stay the course)
- 1.1.8 DWR to assign a person to RWMG, who becomes and advocates for the region and works with the region for right projects/funding level
- 1.1.9 Funding allocation should be need based, not quality of application based
- 1.1.10 Provide small grants to selected groups to help them build capacity
- 1.1.11 Highlight for the local community what we have achieved through regional cooperation
- 1.1.12 Include time as a benefit through regulatory alignment (measure it and report it)
- 1.1.13 Clearly communicate the State's benefits (statewide benefits)
- 1.1.14 Foster reduction of conflict by reducing competitiveness of grant program
- 1.1.15 State clarifies its role in IWM and the relationship to IRWM
- 1.1.16 Encourage use of long-term sustainability goals in the environment, water resources, and the economy to drive development
- 1.1.17 Encourage practices that consider energy use and greenhouse gas reductions when managing water resources
- 1.1.18 Promote real (increased) integration and regional water planning in IRWM regions

### 1.2 Provide funding for facilitation support to RWMGs

- 1.2.1 DWR to facilitate discussion with tribes on how to word agreements for tribal participation in IRWM

### 1.3 Provide dedicated funding to inter-regional projects to promote cross-regional integration

- 1.3.1 Provide interregional funding to solve upstream issues (forestry and fire) to be able to maintain water supply
- 1.3.2 Provide seed funding for interregional demonstration projects (such as groundwater banking) - helps build trust factor between upstream/downstream groups

**1.4 Create a sustainable framework under which IRWM continues in the event that bond funding is no longer available**

- 1.4.1 Empower regional authorities to create regional service charge (self tax) for water projects (look at transportation model) (*Stakeholder question: how do you raise rates in a DAC?*)
- 1.4.2 Explore opportunities to increase rates (surcharge) to protect source water (beneficiary pays)
- 1.4.3 Integrate forest management with water management (better forest management would generate 30% more water)
- 1.4.4 Statewide education of the "value" of water to foster support for water bond (make sure education is at a level understandable to all people)
- 1.4.5 Communicate what constitutes the water bill in order to educate the public
- 1.4.6 Identify third party opportunities for IRWM funding
- 1.4.7 Coordinate with third party funding sources and IRWM regions to facilitate funding opportunities

**2 Continue to improve the efficiency and effectiveness of DWR's future IRWM grant programs and processes**

**2.1 Promote economic efficiency throughout the IRWM program, including project funding, project prioritization, project and grant management, and funding application processes**

- 2.1.1 Evaluate the effectiveness and economic efficiency of existing funding disbursement and tracking methods, and develop strategies for process improvement
- 2.1.2 Reduce expense and simplify the process for participating in the IRWM program
- 2.1.3 Coordinate with other state agencies for ideas on how to improve grant administration and requirements
- 2.1.4 Use clear, simple language in the messaging of objectives of grant applications/Requests for Proposals
- 2.1.5 Streamline grant application and administration; focus on delivery of project goals, rather than managing to line item
- 2.1.6 Provide implementation funding as block grants to reduce the bureaucracy of managing the grant money
- 2.1.7 Improve processing time for approved invoices (once DWR approves it still takes 8 weeks for check to cut!)
- 2.1.8 Encourage diverse water portfolios in a different way than current cost/benefit analysis, such as designated percentages of water strategy types for regions
- 2.1.9 Allow interest costs to be an eligible grant cost/expense
- 2.1.10 Investigate ways to reduce application costs
- 2.1.11 DWR should open a dialog with State auditors to determine appropriate level of documentation in order to reduce excess administrative costs
- 2.1.12 Delegate more authority and responsibility to grant managers for invoicing
- 2.1.13 Making cost/benefit analysis less onerous while maintaining positives of identifying new or unforeseen benefits (especially in non-traditional projects)
- 2.1.14 Award grants to IRWM regions and let them award the money to local agencies.

**2.2 Provide funding assistance for affordable and sustainable water for all communities**

- 2.2.1 Provide widespread project planning community assistance
- 2.2.2 Provide dedicated funding for rural (less-populated) areas where water issues and impacts occur (e.g. source waters, delta, etc.); in addition to the portion that is disturbed based on population
- 2.2.3 Provide dedicated funding for DACs with assistance for project planning, engineering, implementation, and management
- 2.2.4 Use IRWM implementation dollars for IRWM outreach

**2.3 Advance diversified, sustainable, and dedicated funding for natural resources that is a balance of local, state, and federal sources**

- 2.3.1 Promote the need for publicly-supported stable funding
- 2.3.2 Develop coherent and efficient funding and implementation processes
- 2.3.3 Use economic principles to encourage sustainable management of natural resources and internalize economic externalities and subsidize survival, not profit maximization (*Stakeholder comment: Language on this strategy is unclear, as is the purpose*)
- 2.3.4 Hold a funding fair with multiple agencies, organizations, and companies

**2.4 Seek economic vitality, multifunctional systems, and system health**

- 2.4.1 Better incorporate groundwater into funding priorities (current grant program is surface water focused)
- 2.4.2 Promote state financial and technical support of groundwater management rather than regulation/adjudication
- 2.4.3 Promote land use management as a means of managing water supply through funding emphasis changes (e.g. forest management to increase water supply)

**2.5 Provide funding for large inter-regional projects and issues**

- 2.5.1 Create dedicated funding for inter-regional projects and planning for cross-jurisdictional issues (e.g. groundwater basins)

**2.6 Promote project diversification through funding of diverse project portfolios (not just water supply)**

**2.7 NOT SPECIFIED**

- 2.7.1 Improve accountability and awareness of protection of water supplies
- 2.7.2 Protect source water areas physically, politically, and financially

### 3 Improve IRWM processes at all levels to encourage broad participation, support collaboration, and facilitate cooperation among stakeholders

#### **3.1 Identify stakeholders and cultures. Identify what makes a successful IRWM**

- 3.1.1 Develop methods of evaluating the effectiveness of community engagement and participation activities in the IRWM regions
- 3.1.2 Perform a needs assessment for under-represented groups and develop strategies for better inclusion of those groups in the future
- 3.1.3 Identify benefits and incentives (at local level) to get people working together
- 3.1.4 Enhance communication, information, and technical assistance so that everyone can participate effectively
- 3.1.5 Create understandable language to inform stakeholders
- 3.1.6 Provide a forum for advocates of small projects to be included and exhibit their projects for other funding opportunities and partnerships
- 3.1.7 Involve flood managers and integrate flood management and water supply (e.g. recharge groundwater with excess flood flows).

#### **3.2 Establish a sense of shared responsibility for managing water issues among local, regional, tribal, state, and federal agencies in order to encourage consensus based decision-making**

- 3.2.1 Use audio/visual media to communicate with the public
- 3.2.2 Increase involvement (integrate communities of place with communities of interest in water resources projects)

#### **3.3 Increase participation through conflict resolution**

- 3.3.1 Identify and resolve conflict between water users to best manage the resource
- 3.3.2 Identify and resolve water rights issues within and between regions
- 3.3.3 Identify common goals so that lawsuits and mediation can be avoided

#### **3.4 Identify stakeholders, Tribes, and cultures of people who have a need for water to have a "say" for water**

- 3.4.1 Support improved tribal participation in IRWM
- 3.4.2 Improve disadvantaged communities (DAC) participation through increased administrative and financial support
- 3.4.3 Provide durable funding for DAC participation
- 3.4.4 Create an acceptable and equitable water resources district system
- 3.4.5 Provide flexibility regarding IRWM Plan adoption for proponents without a typical organized structure (e.g., small environmental groups)
- 3.4.6 Identify underrepresented or underserved stakeholder groups for targeted outreach efforts
- 3.4.7 Continue funding to outreach to develop trust
- 3.4.8 Create a program where there is an opportunity for continuous funding

#### **3.5 Promote equitable distribution of water resources and water rights**

- 3.5.1 Reassess the legal framework for current water rights

#### **3.6 Promote equitable distribution of project and program costs relative to benefit locations statewide**

- 3.6.1 Enable equal access to funding and equitable sharing of costs and benefits
- 3.6.2 Remove barriers for access to safe drinking water, especially for disadvantaged communities

## 4 Promote and support informed citizens/populations making educated decisions and participating meaningfully in sustainable water management

### **4.1 Increase public awareness of integrated regional water management statewide**

- 4.1.1 Actively pursue and implement a new water management education and outreach effort
- 4.1.2 Post-process success stories of well integrated projects
- 4.1.3 Quantify what IRWM funding has done (region specific)
- 4.1.4 Use science and small scale projects to show benefits to the public in a local setting

### **4.2 Enhance communication between individual RWMGs with each other and the state**

- 4.2.1 Create clear operational definitions of IRWM-related terms
- 4.2.2 Continue and enhance support of the Roundtable of Regions program
- 4.2.3 Continue to support inter-regional activities and meetings with grants

### **4.3 Assist the regions by providing better education for a greater understanding of water and water value for each region of the state**

- 4.3.1 Create an educational system that produces people who are informed, knowledgeable, and active
- 4.3.2 Develop a broad public education initiative to increase awareness of the value of water, the complexities of water issues, and associated environmental impacts
- 4.3.3 Develop and implement a K-12 water and watershed education program
- 4.3.4 Develop and implement an education and awareness program on water resource challenges for agencies, legislators, and the public
- 4.3.5 Promote a culture of efficiency by maximizing demand efficiency and conservation education
- 4.3.6 Create a better level of public trust
- 4.3.7 Support local/regional outreach/education
- 4.3.8 Provide readily available information and education to improve awareness and political will

### **4.4 Promote a well-informed public that works cooperatively on water issues (*Stakeholder comment: This is a trust issue, need to revisit*)**

- 4.4.1 Promote community resource stewardship

### **4.5 Achieve consumer confidence in the value of safe, reliable water supply (*Stakeholder comment: This is a trust issue, need to revisit*)**

- 4.5.1 Educate the public in order for water to be valued at true cost

### **4.8 Promote a philosophy of holistic water management**

- 4.8.1 Promote integrated ecological and agricultural conservation
- 4.8.2 Use a holistic systems-based approach to land use and water planning
- 4.8.3 Ensure infrastructure sustainability
- 4.8.4 Formally acknowledge the importance of sustainability planning and practices at all levels and in all aspects of water resources management
- 4.8.5 Provide education to new water managers and elected officials in terms of existing planning documents

**4.9 Continue and enhance support of integration in water management**

- 4.9.1 Encourage the next transition from IRWM to integrated resources management that includes local planning
- 4.9.2 Promote and assist multiple local facilities to function as a single regional facility
- 4.9.3 Remove barriers and provide support for agency coordination within a watershed
- 4.9.4 DWR provides training/education on how to be an effective lead agency in RWMG

**4.11 Assist and facilitate RWMG's ability to get the message out**

- 4.11.1 DWR solicit regions for education needs in their area and ask how to assist

**5 Improve water management tools, provide technical assistance, and encourage innovation**

**5.1 Invest in innovation for continuous improvement of water management practices to build the future of IRWM**

- 5.1.1 Fund (support) new ideas and solutions that further water reliability, while maintaining existing infrastructure
- 5.1.2 Encourage Innovative management; data management and use, solutions, leveraging, long-term goals, adaptability, and technology
- 5.1.3 Make planning and pilot projects eligible for funding
- 5.1.4 Promote green and natural infrastructure solutions

**5.2 Provide technical assistance to RWMGs in the areas of uncertainty analysis, flood risk assessment, and climate change analysis**

- 5.2.1 Develop and share information on infrastructure that can adapt and respond to stress in ways that maximize environmental resilience, as well as social and economic opportunities
- 5.2.2 Prepare adaptation strategies for climate change impacts for different climate regions in the state
- 5.2.3 Assist groups in determining and protecting against the hazards of peak flow
- 5.2.4 Provide technical assistance to maximize storm water protection and management
- 5.2.5 Promote informed floodplain management that balances property rights, public health, and the environment
- 5.2.6 Provide technical assistance to identify critical source water areas for sustainable management of water supply
- 5.2.7 Provide adequate funding and technical assistance for conservation and management for source water areas
- 5.2.8 Detail how to optimize groundwater recharge
- 5.2.9 Develop groundwater management tools including conjunctive use tools
- 5.2.10 Encourage the use of adaptive management strategies that allow maximum flexibility to account for future uncertainty
- 5.2.11 Encourage use of a system-wide perspective when balancing risk, reliability, and cost in project and program planning
- 5.2.12 Emphasize the importance of balancing the benefits of varying water resources needs, including ecosystems and the environment, urban and agriculture water supply, water quality, flood protection, and recreation

**5.3 Promote water use efficiency through technical assistance and knowledge databases available to all of California**

**5.4 Increase stakeholder coordination with improved data sharing and analysis tools**

- 5.4.1 Promote education of existing tools
- 5.4.2 Analyze existing databases to determine if existing databases meet needs
- 5.4.3 Determine stop-gap database that can be used until new database is created/finalized
- 5.4.4 Develop a common public integrated database that informs water management decisions
- 5.4.5 Create a “real” combined database to enable and encourage data sharing
- 5.4.6 Provide information on a new centralized database to RWMGs
- 5.4.7 Provide seminars, web classes, and/or other educational opportunities for RWMGs and water data managers
- 5.4.8 Promote a central repository for existing data and tools, and support coordination and communication
- 5.4.9 State should develop a standard language (terminology) for tools so that everyone can understand
- 5.4.10 Water management tools should be timely and accessible for end users (RWMGs)
- 5.4.11 Get all the information (e.g., scientific data, project outcomes, etc.) in the same place and organizing it should be top priority
- 5.4.12 Create an example of how to display IRWM benefits to the community/public (Why should I be involved in IRWM?)
- 5.4.13 DWR role should be as data clearinghouse (transparently)
- 5.4.14 Create uniformity in analysis/analytical tools and guidance
- 5.4.15 DWR should identify and promote existing water management tools and databases
- 5.4.16 DWR should establish baseline data (such as groundwater levels, subsidence) available in a visible and timely fashion
- 5.4.17 Develop decision support tools
- 5.4.18 Outline standard methods for comparing project/program alternatives
- 5.4.19 Improve interface for sharing relevant data with the public
- 5.4.20 Incorporate private well data into CASGEM
- 5.4.21 Incentivize districts to provide irrigation data needed to develop modeling tools that then helps their management

**5.5 More detailed assessment of the supply and demand**

**6 Achieve regulatory alignment to support IRWM**

**6.1 Promote better integration of regulations into IRWM**

- 6.1.1 Create consistent policies and activities across regions, agencies, quality standards, and implementation priorities
- 6.1.2 Enhance integration of IRWM with the Clean Water Act and protection of all beneficial uses, including designations for Native American Culture (CUL) and Subsistence Fishing (FISH)
- 6.1.3 Remove barriers to access to safe drinking water, especially for disadvantaged

communities

6.1.4 More consistent interpretation of regulatory responsibilities by various regulatory agencies

6.1.5 Use NEPA as CEQA equivalent for tribal projects

6.1.6 Find collaborative opportunities for reducing the number of different planning efforts (UWMPs, CEQA, AgWMPs, GWMPs, etc.)

**6.2 Reconfigure regulations to promote common sense, cost effectiveness, functionality, and adaptability in the future**

6.2.1 Identify and revise existing constricting legislation, such as Prop 218

6.2.2 Create a regulatory climate that is supportive of innovative water supply and quality development

6.2.3 Ensure consistent requirements between different regulations (e.g. SB 200 vs. SB 5)

**6.3 Improve water supply reliability through improved coordination of water users and integration of federal, state, and local resources**

**6.4 (Stakeholder comment: need a flood objective)**

**7 Achieve alignment among DWR programs and plans to support IRWM**

**7.1 Improve communication and coordination within the Department of Water Resources**

7.1.1 Increase use of Regional Coordinators

7.1.2 Better internal communication using tools like newsletters, etc

7.1.3 Train/empower Regional Service Representatives about their authority in making decisions in working with RWMGs

7.1.4 Make sure that Regional Coordinators and Regional Service Representatives are fully informed about all DWR programs and how they are integrated

**7.2 Engage stakeholders to identify areas/items where alignment is needed**

7.2.1 Engage RWMGs for meaningful input into DWR activities that affect IRWM

7.2.2 Conduct multi-function/multi-agency meetings that satisfy the requirements of more than one program

7.2.3 Ensure project-focus for meetings whenever possible

7.2.4 Enhance knowledge of Regional Coordinators/ Regional Service Representatives and increase efficiency of external communication with RWMGs (*Stakeholder comment: Regional Service Representatives needs to be empowered to speak on behalf of DWR.*)

7.2.5 Provide highlights/newsletter for programs

**7.3 Increase efficiency and speed within DWR**

**7.4 DWR should demonstrate integration and efficiency and minimize complexity**

**7.5 DWR need regional representatives to get in and know the region's people and issues to establish trust and help set DWR priorities**

7.5.1 Encourage DWR participation at meetings at local levels

## 8 Achieve alignment among federal, state, and local agencies involved in water management to support IRWM

### 8.1 Support governance of RWMGs

- 8.1.1 Create a common vision to direct public, local, state, and federal programs and projects
- 8.1.2 Build state plans from the bottom up by using regional and local plans
- 8.1.3 Enhance intergovernmental affairs coordination to protect and preserve the ecosystem
- 8.1.4 Promote agile management through communication, collaboration, reduction of agency duplication, and increased agency cooperation
- 8.1.5 Promote a bottom-up governance structure
- 8.1.6 Establish efficient and effective governance for resource management
- 8.1.7 Promote an effective, efficient, and collaborative governance structure
- 8.1.8 Provide a way for NGO's and others (Tribes, DACs, etc.) to have representation in RWMG governance
- 8.1.9 Provide models for RWMG's to consider but don't prescribe one model for all
- 8.1.10 Encourage strong, organized RWMG governance structures and responsibilities
- 8.1.11 Promote political leadership to overcome barriers focusing on accomplishing sustainable, efficient, and affordable water supply
- 8.1.12 Promote effective power sharing and trust building
- 8.1.13 Improve coordinated water resource planning
- 8.1.14 Pursue continuous evaluation and oversight of process effectiveness

### 8.2 Achieve Cross-Jurisdictional Agency Alignment through Collaborative Governance

- 8.2.1 Improve protection of and accountability for source water areas
- 8.2.2 Coordinate with other agencies on regional solutions to systemic problems
- 8.2.3 Define roles of responsibility for tools (Federal and State) via an MOU
- 8.2.4 Create consistent tools, maps, messaging, and guidelines among state and federal agencies (e.g. FEMA vs. State flood risk maps)
- 8.2.5 Improve integration of flood risk management under IRWM to encourage better flood system operations

### 8.3 Identify barriers to alignment, including legal barriers

- 8.3.1 Identify legal barriers; bring attorneys

### 8.4 Identify efforts to reduce duplication of efforts

### 8.5 *(Stakeholder comment: need a flood-related and groundwater objective)*

### 8.6 Get more cities involved in RWMGs/IRWM process

### 8.7 Increase transparency (break down silos)

- 8.7.1 Set-up clear performance outcome as the guiding principles for alignment

### 8.8 Improve protection of and accountability for source water areas

# Redding Strategic Framework

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1 Continue, enhance, and expand regional collaboration and cooperation through IRWM to meet the water management challenges of population growth and climate change, and ensure public safety, environmental stewardship, and economic stability

**1.1 Continue to support regional water management planning and project implementation for the next ten years**

- 1.1.1 Provide new funding for the State's IRWM Grant Program
- 1.1.2 Provide funding for other IRWM actions, such as technical assistance
- 1.1.3 DWR to promote, monitor and evaluate the effectiveness of regional plans to support statewide goals
- 1.1.4 Qualitatively evaluate regional plans against guidance (strengthen plan review process to ensure goals are measurable and have performance measures identified)

**1.2 Provide funding for facilitation support to RWMGs**

**1.3 Provide dedicated funding to inter-regional projects to promote cross-regional integration**

- 1.3.1 Incentivize the upstream agencies to collaborate with the needs of the downstream

**1.4 Create a sustainable framework under which IRWM continues in the event that bond funding is no longer available**

- 1.4.1 Integrate IRWM into normal DWR budget process (If IRWM is more important than other DWR activities, then prioritize and reallocate budget)

2 Continue to improve the efficiency and effectiveness of DWR's future IRWM grant programs and processes

**2.1 Promote economic efficiency throughout the IRWM program, including project funding, project prioritization, project and grant management, and funding application processes**

- 2.1.1 Evaluate the effectiveness and economic efficiency of existing funding disbursement and tracking methods, and develop strategies for process improvement
- 2.1.2 Reduce expense and simplify the process for participating in the IRWM program
- 2.1.3 Coordinate with other state agencies for ideas on how to improve grant administration and requirements
- 2.1.4 Provide baseline funding to approved groups whose plans meet the plan evaluation criteria so as to be able to continue the IRWM process

**2.2 Provide funding assistance for affordable and sustainable water for all communities**

- 2.2.1 Promote effective and efficient widespread project planning and technical assistance for DAC project development

**2.3 Advance diversified, sustainable and dedicated funding for natural resources that is a balance of local, state, and federal sources**

- 2.3.1 Promote the need for publicly-supported stable funding
- 2.3.2 Develop coherent and efficient funding and implementation processes

2.3.3 Have the top (agency heads) listen to the bottom (regions) to provide flexibility to local resource managers to obtain funding to implement widespread projects at local levels

2.3.4 Incentivize agencies to work together across jurisdictional goals and objectives

2.3.5 Document that rate structure is sufficient to maintain infrastructure

**2.4 Provide timely reimbursement**

2.4.1 Create a standardized template for billing/invoicing

**3 Improve IRWM processes at all levels to encourage broad participation, support collaboration, and facilitate cooperation among stakeholders**

**3.1 Ensure and fund outreach activities**

3.1.1 Develop methods of evaluating the effectiveness of community engagement and participation activities in the IRWM regions

3.1.2 Perform a needs assessment for under-represented groups and develop strategies for better inclusion of those groups in the future

3.1.3 Create incentives (at local level) to get people working together

3.1.4 Enhance communication, information, and technical assistance so that everyone can participate effectively

3.1.5 Use technology to reach out to IRWM stakeholders

3.1.6 Facilitate education to promote participation

3.1.7 Provide stipends to DACs and underrepresented groups for participation

3.1.8 Develop value for participation

3.1.9 There needs to be incentives for participating and penalties for not

**3.2 Establish a sense of shared responsibility for managing water among local, regional, tribal, state, and federal agencies in order to encourage consensus based decision-making**

3.2.1 Improve vertical and horizontal coordination and integration within DWR, with federal agencies, between DWR and the regions, between IRWM regions, and within IRWM regions

3.2.2 Promote and assist multiple local facilities to function as a single regional facility

**3.3 NOT SPECIFIED**

3.3.1 Identify and resolve conflict between water users to best manage the resource

3.3.2 Identify and resolve water rights issues within and between regions

**3.4 Enable everyone who has a need for water to have a “say” for water**

3.4.1 Support improved tribal participation in IRWM

3.4.2 Improve disadvantaged communities (DAC) participation through increased administrative and financial support

3.4.3 Provide durable funding for DAC participation

3.4.4 Create an acceptable and equitable water resources district system

3.4.5 Provide flexibility regarding IRWM Plan adoption for proponents without a typical organized structure (e.g., small environmental groups)

3.4.6 Identify underrepresented or underserved stakeholder groups for targeted outreach efforts

3.4.7 Identify relevant decision makers at regional and local levels for targeted outreach

**3.5 Promote equitable distribution of water resources and water rights**

**3.6 Promote equitable distribution of project and program costs relative to benefit locations statewide**

3.6.1 Enable equal access to funding and equitable sharing of costs and benefits

3.6.2 Remove barriers for access to safe drinking water, especially for disadvantaged communities

3.6.3 Educate the legislature that water in Southern California is dependent on investment outside of their area

3.6.4 Do not use population as the basis for allocating grant funding, invest in source water areas (where water is)

**4 Develop and support a proactive IRWM education and awareness program to foster public support and facilitate informed decisions for sustainable water management**

**4.1 Provide better education to increase public awareness of IRWM promote a well-informed public that works cooperatively on water issues**

4.1.1 Develop and implement state funded and state led integrated water management education and outreach effort

4.1.2 Identify existing materials and efforts

4.1.3 Use modern technical communication tools (innovative communication tools and methods)

4.1.4 Develop and implement a K-12 water and watershed education program

4.1.5 Develop and implement an education and awareness program on water resource challenges for specific audiences including agencies and legislators

4.1.6 Promote a culture of efficiency through water conservation education

4.1.7 Create a better level of public trust of IRWM

4.1.8 Develop educational program on water rights

4.1.9 Invest in educating young children so that it becomes an integral part of their thoughts

4.1.10 Reach out to scout groups, youth organizations, 4-H, and boys & girls clubs

4.1.11 Partner with Water Education Foundation to strengthen water education

4.1.12 Promote community resource stewardship through education about local/regional water issues

4.1.13 Educate the public in order for water service to be valued at true cost

**4.2 Enhance "two way" communication across the whole state**

4.2.1 Create clear operational definitions of IRWM-related terms

4.2.2 Create and continually update a directory of water experts (contacts) across the state

**4.3 Promote a philosophy of integration in water management**

4.3.1 Promote integrated ecological and agricultural conservation

4.3.2 Use a systems-based approach to land use and water planning

4.3.3 Ensure infrastructure sustainability through education of infrastructure needs

- 4.3.4 DWR emphasize the importance of sustainability planning and practices at all levels and in all aspects of water resources management
- 4.3.5 Determine what is required to have a sustainable water supply and quality at a statewide and regional level
- 4.3.6 Encourage use of management strategies that allow flexibility to account for future uncertainty
- 4.3.7 Encourage use of long-term sustainability goals in the environment, water resources, and the economy to drive development
- 4.3.8 Encourage practices that consider energy use and greenhouse gas reductions when managing water resources
- 4.3.9 Define self-sustainable ecosystems and outline methods to achieve them

## 5 Improve water management tools.

### **5.1 Provide technical assistance**

- 5.1.1 Encourage use of a system-wide perspective
- 5.1.2 Outline standard methods for comparing project/program alternatives
- 5.1.3 Develop decision support tools

### **5.2 Encourage innovation in the areas of collaboration**

- 5.2.1 Identify and resolve conflict between water users to best manage the resource
- 5.2.2 Remove barriers and provide support for agency coordination within a watershed

### **5.3 Trade-off analysis and modeling**

- 5.3.1 Emphasize the importance of balancing the benefits of varying water resources needs, including ecosystems and the environment, urban and agriculture water supply, water quality, flood protection, and recreation

### **5.4 Data management**

- 5.4.1 Fund (support) new ideas and solutions that further water reliability, while maintaining existing infrastructure
- 5.4.2 Encourage innovative management; data management and use, solutions, leveraging, long-term goals, adaptability, and technology
- 5.4.3 Make planning, Research & Development, and pilot projects eligible for funding
- 5.4.4 Promote green and natural infrastructure solutions

### **5.5 Provide technical assistance to RWMGs in the areas of uncertainty analysis, flood risk assessment, and climate change analysis**

- 5.5.1 Develop and share information on infrastructure that can adapt and respond to stress in ways that maximize environmental resilience, as well as social and economic opportunities
- 5.5.2 Prepare adaptation strategies for climate change impacts for different climate regions in the state
- 5.5.3 Assist groups in determining and protecting against the hazards of peak flow
- 5.5.4 Provide technical assistance to maximize storm water protection and management
- 5.5.5 Promote informed floodplain management that balances property rights, public health, and the environment
- 5.5.6 Provide technical assistance to identify critical source water areas for

sustainable management of water supply

5.5.7 Provide adequate funding and technical assistance for conservation and management for source water areas

5.5.8 Detail how to optimize groundwater recharge

**5.6 Promote water use efficiency through technical assistance**

5.6.1 Promote funding to locals for water use efficiency projects through an efficient application process

5.6.2 Compile existing information and make available to project implementation and planning process

**6 Achieve regulatory alignment to support IRWM**

**6.1 Promote better integration of regulations into IRWM**

6.1.1 Create consistent policies and activities across regions, agencies, quality standards, and implementation priorities

6.1.2 Enhance integration of IRWM with the Clean Water Act and protection of all beneficial uses, including designations for Native American Culture (CUL) and Subsistence Fishing (FISH)

6.1.3 Remove barriers to access to safe drinking water, especially for disadvantaged communities

**6.2 Reconfigure regulations to promote common sense, cost effectiveness, functionality, and adaptability in the future**

6.2.1 Identify and revise existing constricting legislation, such as Prop 218

6.2.2 Create a regulatory climate that is supportive of innovative water supply and quality development

6.2.3 Put a sunset time on authorized funding (bonds)

**6.3 Improve water supply reliability through improved coordination of water users and integration of federal, state, and local resources**

**7 Achieve alignment among DWR programs to support IRWM**

**7.1 Improve communication within the Department of Water Resources**

7.1.1 Use regional Coordinators and Regional Service Representatives to interact with DWR regions/public

7.1.2 DWR creates internal DWR newsletter to have a control location for goings-on across the state and regionally

7.1.3 Internal communication so different parts of DWR know what they all are doing

**7.2 NOT SPECIFIED**

7.2.1 Engage RWMGs for meaningful input into DWR activities that affect IRWM

7.2.2 Conduct multi-function/multi-agency meetings that satisfy the requirements of more than one program

**7.3 Every DWR program references IRWM**

7.3.1 DWR should acknowledge the need to take integration message internally

7.3.2 DWR communicates more completely between programs; especially between flood and regional planning

7.3.3 CWP needs to ensure there are measurable goals that are monitored and evaluated on a regular basis

7.3.4 DWR programs need to prove their worth (only thing valuable to come out of the CWP is CASGEM)

**7.4 Increase transparency of grant funding opportunities**

**8 Achieve alignment among federal, state, and local agencies involved in water management to support IRWM**

**8.1 Improve organization and uniformity of processes for communicating with RWMGs**

- 8.1.1 Create a common vision to direct public, local, state, and federal programs and projects
- 8.1.2 Build state plans from the bottom up by using regional and local plans
- 8.1.3 Enhance intergovernmental affairs coordination to protect and preserve the ecosystem
- 8.1.4 Promote agile management through communication, collaboration, reduction of agency duplication, and increased agency cooperation
- 8.1.5 Provide funding to the regional boards for active participation and integration with IRWM

**8.2 Achieve Cross-Jurisdictional Agency Alignment through Collaborative Governance**

- 8.2.1 Actively promote integration between State and Federal agencies on the IRWM program
- 8.2.2 Increase communication inside the Natural Resources Agency

**8.3 Increase the autonomy of RWMGs**

- 8.3.1 Promote a bottom-up governance structure
- 8.3.2 Establish efficient and effective governance for resource management
- 8.3.3 Promote an effective, efficient, and collaborative governance structure

**8.4 Cultivate strong IRWM leadership at all levels through coordination, training, communication, and support tools**

- 8.4.1 Improve accountability and awareness of protection of water supplies
- 8.4.2 Protect source water areas physically, politically, and financially
- 8.4.3 Promote political leadership to overcome barriers focusing on accomplishing sustainable, efficient, and affordable water supply
- 8.4.4 Promote effective power sharing and trust building
- 8.4.5 Improve coordinated water resource planning
- 8.4.6 Pursue continuous evaluation and oversight of process effectiveness

**8.5 Strengthen regional "identity" for RWMGs**

- 8.5.1 Promote real (increased) integration and regional water planning in IRWM regions and develop tools and tech services to do so
- 8.5.2 Change paradigm of water management to true integration
- 8.5.3 Encourage strong, organized RWMG governance structures and responsibilities
- 8.5.4 Fund local IRWMs to do educational outreach (promote effectiveness) of IRWMs by sharing success stories
- 8.5.5 Continue funding watershed coordinator program and incorporate them into IRWM regions