Process Guide: California Water Plan Update 2009

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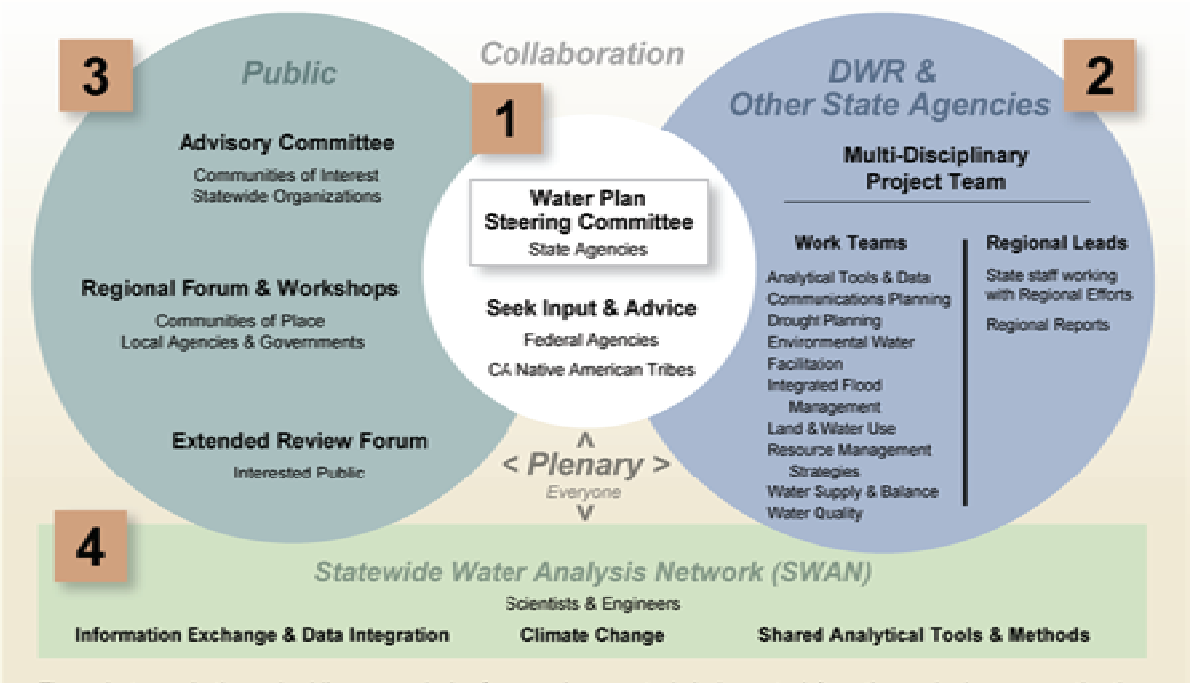
1. Overview of the Process Guide

This document describes the elements of the *California Water Plan Update 2009* process, their inter-connections, and the ways they advanced the framework and principles developed during the *California Water Plan Update 2005*. It also explains the Water Plan's communication tools, and the venues for involving the public, California Native American Tribes, and the scientific and engineering community. Finally it summarizes the themes that emerged from a mini-assessment conducted by the facilitation team of the Advisory Committee, which will help to inform the design of *Update 2013*.

Diagram 1 provides an overview of the structure of the *Update 2009* process. The three main overlapping circles depict the relationships and information exchange between staff, government agencies, California Native American Tribes, and statewide, regional, and local stakeholders. The box beneath the circles represents the technical experts, information, and science that supported the update. Annual plenary meetings tied all the components together. Briefly, key components of *Update 2009* included:

- A 43-member public Advisory Committee comprised of members from organizations that represent statewide interests;
- A State Agency Steering Committee comprised of members from 21 agencies with responsibilities or oversight related to water programs or policies;
- A Tribal Communication Committee and series of Tribal Water Plenaries throughout California, culminating in a statewide Tribal Water Summit;
- A series of annual workshops in each hydrologic region, and the Delta and Mountain Counties special areas of interest;
- An All-Regions Forum and Plenary session following each series of regional workshops;
- A Statewide Water Analysis Network providing technical guidance; and
- An interdisciplinary approach to the Resource Management Strategies, including inter-agency expertise.

Diagram 1. Project Organization and Public Process for *Update 2009*



DWR developed this structure for *Update 2009* to obtain the wide-ranging input and review necessary for completing several critical tasks:

1 Review and revise as needed the vision, mission, and goals of the Water Plan, and update its initiatives, recommendations, and implementation plan, including:

   a) report progress on actions associated with *Update 2005's* 14 recommendations

   b) incorporate issues and initiatives from State Agency Steering Committee members

   c) include strategic planning for water quality, integrated flood management, integrated regional water management, and climate change.

2 Complete the development of statewide Water Portfolios (including actual water uses, supplies, and quality) for water years 1998 through 2005. Improve methods for representing consumptive and non-consumptive environmental water, and where reuse of water occurs.

3 Update the Regional Reports for the 10 Hydrologic Regions, and the two special areas of interest – the Sacramento-San Joaquin Delta and Mountain Counties. Use information gained from Integrated Regional Water Management and local water and flooding planning efforts to describe critical issues, key initiatives, effectiveness of regional planning efforts, and region-specific response strategies.

4 Update the Resource Management Strategies with current research and information. Add to and expand strategy narratives to describe their suitability for integrated flood management, new challenges, and their current and future implementation in various regions.

5 Develop multiple scenarios of future California water conditions (out to the year 2050), and use scenarios to evaluate different "response packages" (combinations of resource management strategies) for a range of water demand and supply assumptions plus climate change.

6 Develop climate change scenarios to evaluate impacts on California's water resources and water systems, and to identify and recommend statewide and regional adaptation strategies.

7 Improve information exchange and data integration, data, and analytical tools to inform all Water Plan activities and decisions and to assist California water planners and managers.

8 Incorporate findings and recommendations from companion State government plans and the Tribal Communication Plan.

2. The Planning Framework: Building on the Past, Anticipating the Future

The process for developing *Update 2005* diverged significantly from earlier approaches to producing the *California Water Plan*, and laid the foundation for the *Update 2009* process. The *Update 2005* process emphasized collaboration with diverse public representatives, rather than producing a document largely within DWR. The keystones of the 2005 process included a 65-member public Advisory Committee and a 400-member Extended Review Forum. By expanding public involvement, DWR created a technically robust, highly relevant, and directly applicable strategic plan with broad political support.

The success of *Update 2005* established the value of DWR's new collaborative planning framework, and allowed for the accelerated development of *Update 2009*. DWR had envisioned this outcome when it designed its phased planning approach for *Update 2005*. The phased approach anticipated that *Update 2009* would incorporate the following approaches:

1 Create a broad Advisory Committee

2 Quantify and evaluate three future scenarios and alternative management responses

3 Revise findings, recommendations, and implementation steps.

Update 2009 maintained these core elements in its design, at the same time as it shifted its planning emphasis to reflect the progress and recommendations made during *Update 2005*. Accordingly, *Update 2009* established several new elements. This resulted in a more complex design for the process, including multiple venues for engagement and feedback; the sequencing of draft products; dialogue and exchange among teams and committees; successive opportunities for review by different audiences; and the integration and reconciliation of feedback from a variety of perspectives.

Comparing the *Update 2005* and *Update 2009* venues for collaboration and corresponding person-hours conveys the complexity and efficiency of the revised design. Essentially, *Update 2009* conducted 138% of the *Update 2005* collaboration, in terms of person-hours, in 38% of the time, with 24% fewer meetings (compare the 32,185 person-hours over 23 months and 149 meetings of *Update 2009* with the 23,252 person-hours over 60 months and 197 meetings of *Update 2005*). See Table 1.

Table 1: Comparison of *Update 2005* and *Update 2009* Collaboration Statistics

Type of Meeting	Update 2005		Update 2009	
	# of Mtgs.	Person-hours	# of Mtgs.	Person-hours
Total: Advisory and Agency Committees	***43***	***12,681***	***26***	***6,857***
Advisory Committee	43	12,681	10	5,507
State Agency Steering Committee	n/a	n/a	16	1,350
Total: Tribal Involvement	***7***	***69***	***31***	***8,491***
Communication Committee	n/a	n/a	12	770
Summit Planning Team	n/a	n/a	10	870
Regional Plenary Meetings	n/a	n/a	8	1,739
Statewide Summit	n/a	n/a	1	5,112
Total: Technical Involvement	***105***	***7,432***	***53***	***4,330***
Resource Mgmt. Strategy Workshop and Work Group	103	7200	37	1,694
Scenarios Workshop	2	232	3	182
Statewide Water Analysis Network Workshop	n/a	n/a	9	1,990
Climate Change Technical Advisory Group	n/a	n/a	4	464
Total: Public Involvement	***58***	***3,070***	***38***	***12,507***
Extended Review Forum & Organizational Briefing	43	1,558	n/a*	n/a*
Public Comment Workshop	15	1,512	n/a†	n/a†
Regional Workshop (three annual series)	n/a	n/a	33	6,740
All-Regions Forum	n/a	n/a	2	1,928
Plenary	n/a	n/a	3	3,839
Grand Total	**197**	**23,252**	**149**	**32,185**

***** data no longer tracked

† replaced by three rounds of Regional Workshops

Detailed explanations of the core elements of *Update 2009* follow.

3. Internal Organization of Work within DWR

DWR organized three groups to handle the range of tasks involved in *Update 2009*. The Project Team, the first, consisted of staff from DWR's Statewide Water Planning Branch and four District offices, other DWR divisions, and staff from State agencies and their regional offices. This interdisciplinary team drew upon the wide range of scientific, technical, and administrative skills within DWR and partnering State agencies. The Project Team included a neutral, third-party Facilitation Team from the Center for Collaborative Policy (CCP), California State University Sacramento, to assist in designing the public process, manage the meetings, and help different groups interact.

Second, the Project Team Structure included Work Teams consisted of topic-specific subject matter experts from DWR and other State agencies, including their district/regional offices, as well as facilitators. Examples include the Analytical Tools & Data Team, Environmental Water Team, Integrated Flood Management Team, and Water Supply & Balance Team. Work Team Leads met on a weekly basis to plan and manage work assignments.

Finally, the Regional Leads Team consisted of liaisons from district/regional offices of DWR and other State agencies with regional water planning efforts. The Regional Leads compiled a directory of regional water planning initiatives and information for the Water Plan's 12 Regional Reports. They also helped conduct outreach and assisted with the Regional Workshops.

4. Advisory Committee

The California Water Code (§10004-10013) requires the California Water Plan to have an Advisory Committee. The start of *Update 2009* involved convening a 43-member Advisory Committee to advise and assist DWR in updating the Water Plan. This streamlined committee included representatives from statewide organizations and communities of interest, including business*, local government*, environment*, production agriculture*, agricultural and urban water suppliers*, water and energy consumers, public health, recreation, flood and watershed management, land use planning, environmental justice, and Tribal organizations. (Asterisks indicate categories required by the California Water Code.)

The Committee met three times each year (10 total), and sought consensus in its review and guidance to DWR regarding draft concepts, draft documents, and the planning process, including its involvement therein. In general, the Committee focused on statewide policy issues and initiatives, while other groups dealt with regional concerns and in-depth technical deliberations. Neutral facilitators from CCP led caucus discussions half-way through *Update 2009* to assess and improve the Advisory Committee process and the Water Plan content that staff had developed for the Committee's review. The facilitators provided similar opportunities for feedback at the end of the process. Looking ahead to *Update 2013*, the last section of this document summarizes the findings and recommendations from these mid-point and final assessments.

5. State Agency Steering Committee and Federal Agency Involvement

A major innovation in *Update 2009* involved creating a State Agency Steering Committee. This stemmed from *Update 2005's* Recommendation 7, which called for greater definition and articulation of the roles, authorities, and responsibilities of State, federal, and local agencies and governments that deal with water. The Committee consisted of members from 21 State agencies, departments, boards and commissions, with responsibility or oversight for water programs or policies throughout California. Members had authority to represent their agencies, and provided policy input, oversight, and program management, as well as allocated staff and resources to Water Plan activities as appropriate. As the committee chair, DWR executive sponsorship, and CCP served as facilitator and provided administrative and logistical support.

The Committee's bi-monthly meetings (16 total) fostered greater inter-agency awareness of programs, policy initiatives, and priorities; corresponding information exchange; discussion of common interests; and unprecedented coordination of agency efforts. In this way, the Water Plan became the document of the entire Executive Branch of California, rather than just that of DWR. One of the Committee's pioneering activities included compiling key State planning documents that directly affect water management in California, and analyzing areas of overlapping objectives and potential for collaboration; Chapter 3 in Volume 1 summarizes these Companion State Plans. Numerous Committee members also participated in drafting and reviewing the Water Plan's Resource Management Strategies and Regional Reports.

Committee members included:

1 Air Resources Board

2 Boating & Waterways

3 Business, Transportation & Housing

4 CALFED Bay-Delta Program

5 California Environmental Protection Agency
6 California Emergency Management Agency
7 California Energy Commission
8 California Public Utilities Commission
9 Conservation
10 Fish & Game
11 Food & Agriculture
12 Forestry & Fire Protection
13 Housing & Community Development
14 Native American Heritage Commission
15 Natural Resources Agency
16 Office of Planning & Research
17 Parks & Recreation
18 Public Health
19 State Lands Commission
20 State Water Resources Control Board
21 Water Resources

In addition to internal coordination, the Steering Committee also intermittently sought input and information from Federal and other agencies regarding their policies and priority efforts. This dialogue helped guide the Committee's work, leverage Federal resources, develop new areas of the Water Plan (in the case of the Forest Management Strategy), and advance common programmatic initiatives.

Consulted Federal agencies included:

1 Army Corps of Engineers
2 Bureau of Indian Affairs
3 Bureau of Reclamation
4 Environmental Protection Agency
5 Fish and Wildlife Service
6 Forest Service
7 Geological Survey
8 National Marine Fisheries Service
9 National Park Service
10 Natural Resource Conservation Service

6. Tribal Communication, Involvement, and Statewide Summit

Another major development in *Update 2009* involved unprecedented efforts to communicate with and involve California Native American Tribes in reviewing and improving the Water Plan. Like the creation of the State Agency Steering Committee, this new focus for *Update 2009* emerged from *Update 2005*: Recommendation 13 called on DWR and other State agencies to invite, encourage, and assist Tribal government representatives to participate in statewide, regional, and local water planning processes, and to access State funding for water projects. To this end, DWR developed new efforts to communicate, share information, and obtain feedback from California Native American Tribal governments, communities, individuals, and organizations. This encompassed all indigenous communities of California, including all Tribes on the contact list maintained by the California Native American Heritage Commission (NAHC), both federally recognized and non-federally recognized tribes; Tribes with allotment lands; and indigenous communities in Oregon, Nevada, and Arizona (as some water bodies and tribal boundaries cross State borders). Representatives from the *Inter-Tribal Council of California, Inc.*, and *California Rural Indian Health Board* sat on the *Update 2009* Advisory Committee, while the California NAHC sat on the State Agency Steering Committee. DWR's Tribal Liaison also presented at the annual U.S. Environmental Protection Agency's Region 10 Tribal Operating Committee conference.

The efforts to involve Tribes began in late 2007, when DWR convened a Tribal Communication Committee to advise the Water Plan about how to communicate appropriately with California Native American Tribes. (Committee members included Tribal chairpersons, members, and staff, but did not serve as a formal tribal representative, and did not comment on the draft content of *Update 2009*). In the summer of 2008, the Committee released a working draft Tribal Communication Plan, and shared this with the State Agency Steering Committee. The Plan – a first for state government – included a series of guiding principles, targeted actions, and a network of statewide Tribal organizations and related government agencies. The Committee shared the Plan with the State Agency Steering Committee. The Committee's work and corresponding outreach fostered Tribal involvement in the Regional Workshops and the Resource Management Strategy workshops, and spurred refinements to corresponding designs (e.g., pre-workshop briefings for Tribes). The Committee met a total of 12 times.

In late 2008 the Committee transitioned into a Tribal Water Summit Planning Team. The Team aimed to fulfill the Communication Plan's fifth goal – hosting a statewide Tribal Water Summit that included the highest levels of decision-makers from State, local, and federal governments, and water purveyors. In the spring of 2009, Planning Team members hosted a series of seven meetings around the State in order to lay a foundation for the Summit, with the theme "Protect Our Sacred Water". Representatives from eight State agencies and four federal agencies joined the Planning Team, and the Planning Team met 10 times. On November 4 and 5, 2009, approximately 300 people attended the Summit in Sacramento, including leaders and representatives from 66 California Native American Tribes, 15 Tribal organizations, 13 State agencies, and 8 federal agencies. Detailed Proceedings can be found in Volume 4 and the accompanying Tribal Communication CD.

7. Public Review and Regional Planning: New Communication Tools, Regional Workshops, and the All-Regions Forum

Update 2009 built upon yet modified *Update 2005's* approach to obtaining input thorough public review and comments. Rather than chartering a formal Extended Review Forum, *Update 2009* reached out to the public through a variety of tools developed by its Communications Planning Work Team and Facilitation Team, including a new annual series of Regional Workshops and annual All-Regions Forum.

In terms of communication tools, *Update 2009* continued *Update 2005's* use of a central internet website (or "web portal") to publicize a meeting calendar, announce opportunities for review and other key activities, post draft documents, and archive materials. *Update 2009* also introduced the weekly *Water Plan e-News* service, which included over 4,400 voluntary subscribers. This award-winning, one-page electronic newsletter provided brief descriptions of Water Plan events and related items, and links for further information (the Water Plan website maintains an archive of all issues). Staff also created and maintained dedicated listserves (electronic mailing lists managed through computer software) for the Advisory Committee and State Agency Steering Committee, and voluntary listserves for Tribal and Regional audiences. Listserves helped to disseminate meeting announcements and materials, and remind people of opportunities to comment on draft text.

The annual series of Regional Workshops and annual All-Regions Forum constituted a major new effort to involve diverse stakeholders and the interested public in reviewing and developing the Water Plan. Staff held an annual Regional Workshop in each of the Water Plan's ten hydrologic regions, as well as its two special study areas (the Sacramento-San Joaquin Delta and the Mountain Counties). Staff conducted a series of these workshops in 2007, 2008, and 2009 (33 workshops in total).

Workshops followed a consistent approach. A "Regional Design Team" consisting of *Update 2005* Advisory Committee alumni, representatives from non-statewide agencies (e.g., the Delta Protection Commission, Sierra Nevada Conservancy), and regional water agencies assisted Water Plan staff in developing and refining this venue for collaboration. The location of each region's annual workshop moved to make it easier for geographically-dispersed stakeholders to participate. Local entities, including one federally recognized California Native American Tribe, hosted the workshops. The 2007 workshops focused on reviewing key elements from *Update 2005* and the framework for *Update 2009*. Workshops in subsequent years reviewed the outlines for *Update 2009's* Strategic Plan and Resource Management Strategies. They also reviewed the outlines for the Regional Report appropriate to a particular meeting location. Each report summarized the status and trends of water conditions, flood management, and regional water and flood planning and management efforts in a specific part of California. Participants also provided detailed input on place-based community issues, management strategies, accomplishments, and challenges, and suggested ways to improve the organization and presentation of information.

Each year's series of workshops concluded with an All-Regions Forum and subsequent Plenary (see Annual Plenary Meetings below), held in Sacramento (note staff merged these two events in 2009). The Forum (2 total) provided an opportunity for stakeholders from each region to learn about and discuss local issues that have statewide impacts, and exchange information about data availability, lessons learned, and best management practices.

Together, the new communication tools and regional workshops significantly enhanced DWR's ability to announce opportunities for public review of draft documents and hence obtain feedback from a variety of stakeholders across California. Participants in *Update 2009* submitted written comments on several draft versions of the Water Plan. This included comments on an Initial Draft (2008), Working Draft (2008), Pre-Administrative Draft (2008), Public Review Draft (January 2009, required by the Water Code), and Pre-Final Draft (2009). These drafts included sections devoted to Water Portfolios, Future Scenarios, Regional Reports, Resource Management Strategies, and an Implementation Plan, among other things. Participants also submitted comments on the draft Assumptions and Estimates Report (December 2007, required by the Water Code). Staff used comments from each round of review to refine the next draft version of the Water Plan. Staff explained how they responded to comments on the Public Review Draft

(the version that received the most attention) by posting online a list of comments sorted by response type (i.e., already addressed, changes being made, expert does not agree, to be considered in *Update 2013*, and outside purview of Water Plan). A total of three-hundred and thirty-five comments were formally submitted for *Update 2009*.

Note that the California Water Code requires DWR to complete final Water Plan Updates every five years, in years ending in "3" and "8". DWR completed the most recent update at the end of 2005, and hence released the *Update 2009* Public Review Draft by the end of 2008 (the mandated due date). DWR intended to release the final *Update 2009* and the end of that calendar year, however, State government furloughs in 2009 delayed the release of the final update until March 2010.

8. Technical Review: Statewide Water Analysis Network (SWAN), Climate Change Technical Advisory Group, and Resource Management Strategy Workshops

In addition to review by formal committee members, interested Tribes, and members of the interested public, *Update 2009* made three concerted efforts to obtain expert technical review and feedback on draft materials.

First, the Statewide Water Analysis Network (SWAN) served as the technical advisory group for *Update 2009*. The collective expertise of California's top scientists and engineers significantly enhanced the information and analytical capabilities available for making water management decisions and investments. Members came from 60 private, public, and non-government entities, and volunteered their time. Over nine meetings the SWAN reviewed and recommended ways to improve the quality, exchange, and integration of data, and corresponding analytical tools for numerous topics. These included the description of future planning scenarios; current & future water uses and supplies; environmental water concepts and needs; climate change impacts; and energy-water relationships. The SWAN also reviewed and recommended methods for evaluating how response and adaptation strategies manage risk. Staff presented SWAN information and recommendations at Steering Committee, Advisory Committee, and Plenary meetings, and the Regional Workshops. Chapter 5 (Managing an Uncertain Future) and Chapter 6 (Integrated Data and Analysis) in Volume 1 strongly reflect the SWAN's contributions.

Second, staff convened a group of scientists and engineers with expertise in different aspects of climate change, including climatology and hydrology. This Climate Change Technical Advisory Group met periodically to review draft Water Plan materials, including the Climate Change Water Adaptation White Paper, the Strategic Plan, and scenarios for future water use. They advised staff on how to best address the dynamics and potential implications of climate change for water management in California.

Third, *Update 2009* included a series of workshops focused on the Water Plan's Resource Management Strategies. These primarily occurred in 2008, although some strategies that required more deliberation had additional workshops in 2009 (for example, water use efficiency). In general, each strategy had one dedicated workshop that lasted three hours. During this time the author(s) of a particular strategy assembled with interested experts and members of the public to review the draft text, listen to concerns and suggestions for improvement, and respond to questions as necessary. These workshops provided an opportunity for focused, in-depth discussions about the technical foundations of different management actions, including the current status of implementation in the regions, potential benefits and costs, major issues of concern, and recommendations designed to overcome barriers and leverage opportunities for further development. In this way, *Update 2009* brought the insight of a wide range of experts – each with

detailed knowledge of a narrow subject area – to bear upon the full suite of the Water Plan's strategies for managing California's water.

It is worth noting that the Water Plan added to and revised the structure of the Resource Management Strategies based on stakeholder input. This included developing new strategies for Salt and Salinity Management, and Forest Management, the latter based on recommendations from Tribal participants and implemented by involving CalFIRE and U.S. Forest Service representatives. *Update 2009* also separated the conveyance strategy into local and regional conveyance, and delta conveyance. Other changes included expanding and renaming the Floodplain Management chapter as the Flood Risk Management chapter. Lastly, it added new elements to the Urban Land Use Management strategy, and retitled it Land Use Planning and Management.

9. Fostering Exchange among All Participants: Annual Plenary Meeting

Update 2009 brought together its myriad participants one time each year in the Water Plan Plenary meeting. The two-day meeting provided an opportunity for participants to learn about the work happening in parallel collaboration venues, see how their own efforts contributed to the larger *Update 2009* framework, and coordinate upcoming activities. The Plenary also allowed participants with different backgrounds and roles in the process to meet each other, increase their understanding of Water Plan issues and each other's interests, and develop a shared sense of responsibility for the outcomes of *Update 2009*. More specifically, 2007 Plenary participants received information about the organizational structure, analytical framework, and strategic initiatives for *Update 2009*. In subsequent years participants reviewed draft Water Plan text and engaged critical topics like modeling and scenarios, companion State plans, the integration of climate change, environmental justice, Tribal involvement, and the articulation of *Update 2009* with other State water policy and planning efforts (e.g., 20X2020 Urban Water Use Reduction, Drought Contingency Plan).

10. Process Design and Meeting Facilitation

Like *Update 2005*, DWR employed impartial, third-party professional mediator-facilitators from CCP to assist in developing the *Update 2009* process and to manage the meetings. This deliberate choice signified DWR's commitment to an inclusive, transparent process that seeks input from those who shape, implement, and are affected by public policy decisions. It also reflects DWR's recognition that collaborative planning produces outcomes with a very high degree of participant ownership, efficient resource use, creativity, and political support for implementation. The facilitators helped design the process to provide timely and meaningful participation by stakeholders, and helped design individual meetings to fit within and advance the overarching *Update 2009* framework for developing products. During meetings, facilitators ensured that participants could express their interests, views, and opinions, regardless of whether they agreed with Water Plan staff or other participants; all ideas had value. When a group needed to make a decision, the facilitators helped the group reach consensus, to the extent possible, on the issue at hand; and, when disagreements persisted, the facilitators captured the range of support and opposition to particular proposals. After each meeting the facilitators provided staff with meeting summaries to assist them in working through the comments, criticisms, and recommendations provided during meetings.

11. The Advisory Committee's Mini-Assessment and Water Plan *Update 2013*

Update 2005 involved revising the Water Plan based on the direction of a large Advisory Committee. To help DWR and the public understand their diverse perspectives, and areas of agreement, disagreement, and further deliberation, *Update 2005* Advisory Committee members worked with facilitators to develop the "AC View" document. Members negotiated every sentence of the text, and the document became a useful tool for DWR to explain the resulting Water Plan to State policy makers.

Based on the value of the 2005 document, the DWR executive sponsors requested a similar document following the release of the *Update 2009* Public Review Draft. The facilitators prepared an initial draft in late March 2009 based on notes from Advisory Committee meetings. Over the next several weeks, committee members reviewed this document in caucus sessions for agricultural, flood management, public health, land use, water quality, environmental justice, and Tribal interests, among others. Numerous members suggested abandoning the idea of a formal "AC View" document, given the consistent collaborative approach taken for both *Update 2005* and *Update 2009*; the less frequent Advisory Committee meetings during *Update 2009*; and the existence of other planning processes to deal with contentious issues like the Bay-Delta system and water conservation. For this reason, the Facilitation Team conferred with DWR and Advisory Committee members, and altered the approach. They developed a "mini-assessment". This document provides a recap of the group's general views about the Water Plan document and also considers the *Update 2009* framework and approach, as well as the role of the Advisory Committee therein.

Rather than Advisory Committee members negotiating a single text, the Facilitation Team produced the mini-assessment by analyzing the feedback provided in caucus sessions and Advisory Committee comments. Most members found aspects of the Water Plan that they supported strongly, and aspects they would have liked to see turn out differently. Broadly, members shared the view that the Water Plan constitutes an important strategic document, given that it provides direction on pressing issues, makes decisions in the face of uncertainty, and continues to improve the data that provides its foundation. Members also valued the modifications to the Water Plan's design, including the creation of a State Agency Steering Committee, the continued emphasis on integrated regional water management, and the new efforts to consider integrated flood management and land use planning. Looking at the full range of Advisory Committee comments and suggestions, four overarching themes emerged concerning the Water Plan's approach and content.

1. Fostering Immediate Action while Anticipating the Long-Term

First, the Advisory Committee emphasized that the Water Plan must inspire and guide immediate actions to protect California's water supply and quality, at the same time as it anticipates long-term needs and invests in data acquisition and analysis over an extended period. The sense of urgency stemmed from recognition that water infrastructure continues to age and struggles to serve today's population; three years of drought and restrictions on Delta water pumping have impacted lifestyles and the State's economy; and climate change has begun to affect all aspects of water and flood management. Nonetheless, members simultaneously recognized that improving infrastructure, realizing the benefits of water conservation, altering floodplain management, and reducing contaminants takes many years of sustained effort. Acknowledging the need to act quickly while planning for the long-term, Advisory Committee members felt strongly that the Water Plan should continue its strategic planning approach.

2. Integrating Information, Issues, and Planning

Second, the integration of information, issues, and planning provides the most robust way of managing the complex relationships and uncertainty associated with California's water resources. The Committee reported the Water Plan must continue to promote comprehensive, integrated water management, and foster the integration diverse types of data; water demand and supply management strategies; ground and surface water management; water and energy planning; and water management within regions. In particular, members felt that the new emphasis on integrating flood, water management, land use planning, and environmental stewardship constituted an overdue and critical part of the Water Plan, given the existing and increasing threats of catastrophic flooding, loss of life, loss of property, and economic disruption. They felt the Water Plan must also continue to provide a framework for State agencies – and eventually Federal agencies – to ensure their policies are consistent, and to coordinate their activities. Advisory Committee members viewed the participation and work of the State Agency Steering Committee as essential to the Water Plan's success.

3. Providing Policy Direction while Supporting Planning and Implementation

Third, members believe the Water Plan must strike a balance between taking clear, authoritative stances on policy, and leaving project planning and implementation details up to other responsible entities. Numerous Advisory Committee members desired that the Water Plan provide bold, strategic direction on contentious issues like surface storage and the Bay-Delta system (even though they disagreed about the exact direction). At the same time, members agreed that the Water Plan should not engage project-specific issues, and few wanted it to prescribe how to merge land use and water planning, increase the reliability of water supplies, or protect groundwater resources, for example. The degree to which the Water Plan should advocate for policy changes, establish financial incentives, and/or provide technical assistance will likely remain debated in *Update 2013*, and vary depending on the topic.

This third theme often manifested as a tension between identifying and promoting statewide initiatives, yet also highlighting and supporting regional efforts. For example, several Advisory Committee members felt that the Water Plan should directly address Delta issues because the unique strategic importance of this area to the State Water Project and Central Valley Project. At the same time, many others worried that focusing on the Delta detracted attention from critical issues in other parts of the state, and replicated a historical over-reliance on the Delta rather than promoting regional self-sufficiency. Similarly, legislation requires statewide water conservation. Some Advisory Committee members felt that the State should standardize water prices to facilitate cost comparisons, eliminate disparities, and improve access. Others argued that prices vary significantly depending on regional conditions and dominant land uses, and the State should let regions decide how to use them to promote and reward conservation.

4. Areas for Future Improvement

Fourth, while *Update 2005* and *Update 2009* have significantly expanded and improved the Water Plan, several aspects of the technical analysis and process need further development, and several substantive issues require further mediation.

In terms of technical issues, Advisory Committee members generally acknowledged the value of scenario planning but, like the *Update 2005* Advisory Committee, questioned the description, analysis, application, and relevance of the scenarios to immediate concerns. Likewise, members noted that disciplines use terminology differently, and this can cause confusion and misunderstanding during discussions. They felt strongly that staff should develop consistent definitions and a glossary, and flag deviations from standard usage.

Regarding the process, members agreed that comprehensive statewide planning must include Tribal lands, issues, and interests. While *Update 2009* devoted unprecedented resources to engaging California Native American Tribes, some members believed that *Update 2013* must further strengthen and expand these new relationships due to the diversity of Tribes and their historical exclusion from statewide and regional water planning.

Additionally, many noted that major disparities exist in the ability of communities to access and pay for safe drinking water, to manage their water resources, to reduce their vulnerability to flooding, and to mitigate and adapt to climate change. Many members felt that a genuinely inclusive *Update 2013* must devote greater attention to environmental justice issues.

In addition to topics flagged above, Committee members expressed that several substantive issues will require further exploration and deliberation. For example, they recognized that climate change will significantly shape water resource management, and require linking water, land use, and energy planning. At the same time, members disagreed on the scientific findings and the likely rate and scale of changes. Likewise, members agreed on the need for sustainable funding streams, but continued to hold divergent views about the role of public monies and beneficiaries in paying for water projects and ecosystem restoration. The extent and adequacy of agricultural water use efficiency measures also remained a topic of debate. Members questioned the level of understanding about agricultural practices and water use, and the data and assumptions underlying the characterization of potential savings. This influenced the dialogue about responsibility for advancing statewide water conservation. Lastly, members noted that the Water Plan could not address water rights issues involving the definition of beneficial use, the protection of the public trust, the sanctity of areas of origin rights, the control of conserved water, and permit enforcement. They suggested these remain outside the scope of the Water Plan.

In 2010, DWR will seek input and suggestions for improving the *Update 2013* process. Initial public meetings are expected during the summer. DWR will likely convene a new Advisory Committee in the fall, and use the results of the mini-assessment to help that group begin where its predecessor left off. Input from the new Advisory Committee, the public, and the State Agency Steering Committee (the one element of *Update 2009* that did not sunset in early 2010) will inform the creation of new venues for collaboration in late 2010 and early 2011. The California Water Plan website, eNews, and listserve elements will remain active during the transition period.