

SECTION N

Stakeholder Involvement

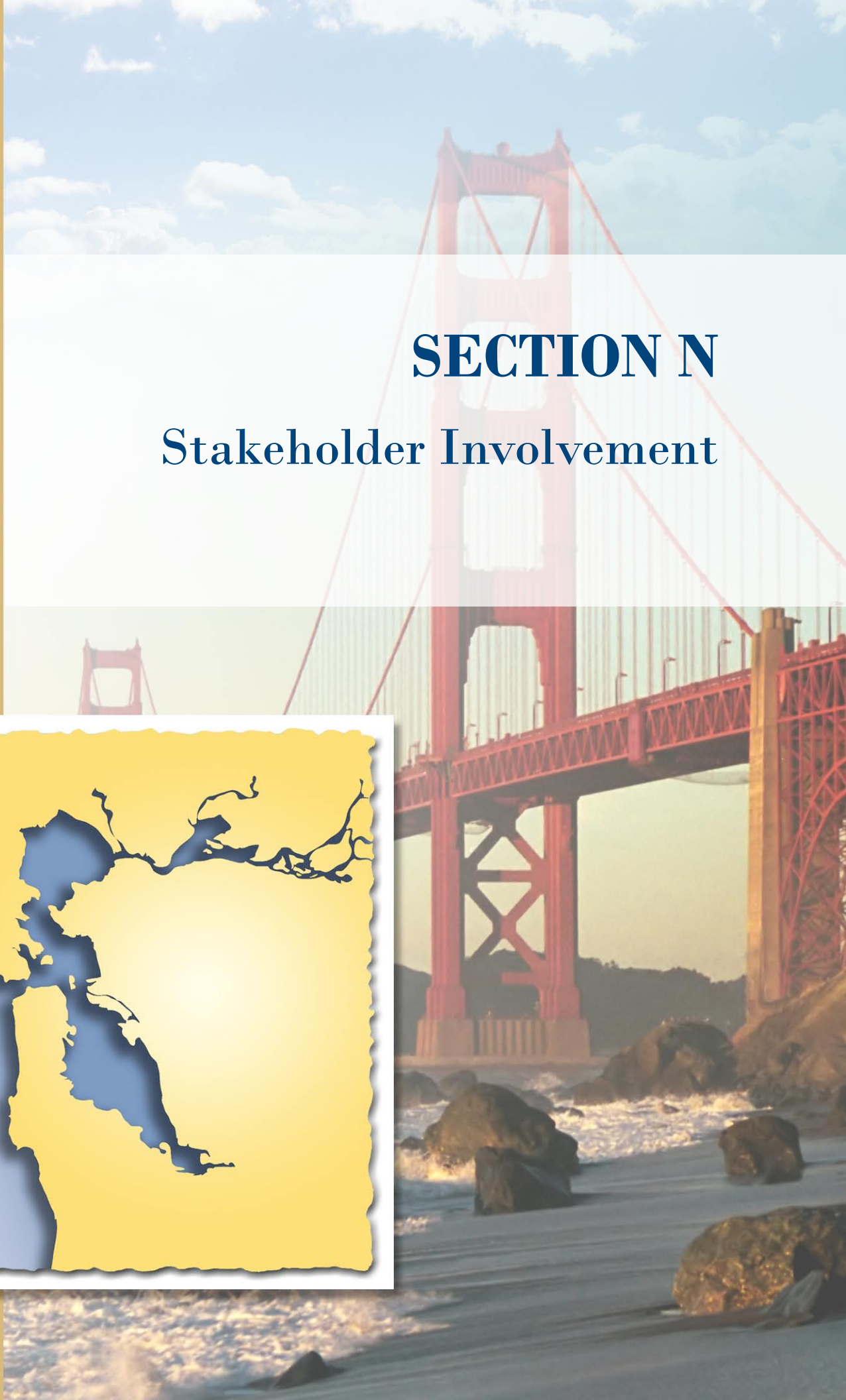




Table of Contents

Section N Stakeholder Involvement.....	N-1
N.1 History of Bay Area IRWMP Planning Process.....	N-1
N.2 Importance of Bay Area IRWMP Stakeholder Involvement	N-2
N.3 Identification of IRWMP Stakeholders	N-3
N.4 IRWMP Stakeholders.....	N-3
<i>N.4.1 Bay Area IRWMP LOMU Signatories</i>	<i>N-3</i>
<i>N.4.2 Resource and Regulatory Agency Stakeholders.....</i>	<i>N-4</i>
<i>N.4.3 Non-Governmental Organizations.....</i>	<i>N-4</i>
<i>N.4.4 Bay Area Population.....</i>	<i>N-4</i>
N.5 Stakeholder Participation Activities.....	N-5
<i>N.5.1 Stakeholder Involvement during FAD Development</i>	<i>N-5</i>
<i>N.5.2 Stakeholder Involvement during Plan Development.....</i>	<i>N-8</i>
<i>N.5.3 Stakeholder Involvement during Plan Implementation.....</i>	<i>N-14</i>
N.6 Outreach to Disadvantaged Communities.....	N-14
N.7 Obstacles to Plan Implementation.....	N-15

List of Tables

Table N-1: Bay Area Clean Water Agencies (BACWA) Members.....	N-6
Table N-2: Watershed Plan Development Committee Members.....	N-7
Table N-3: Workshop # 1 Participants.....	N-10
Table N-4: Workshop # 2 Participants.....	N-10
Table N-5: Workshop # 3 Participants.....	N-11

Acronyms Appearing in this Section

ABAG	Association of Bay Area Governments
BACWA	Bay Area Clean Water Agencies
BAWF	Bay Area Water Forum
BAWSCA	Bay Area Water Supply and Conservation Agency
BCDC	San Francisco Bay Conservation and Development Commission
CEQA	California Environmental Quality Act
CNPS	California Native Plant Society
Corps	U.S. Army Corps of Engineers
DAC	disadvantaged community
DFG	California Department of Fish and Game
DWR	California Department of Water Resources
EBRPD	East Bay Regional Park District
EJCW	Environmental Justice Coalition for Water
FAD	functional area document
FP-SM	Flood Protection and Stormwater Management
IRWMP	Integrated Regional Water Management Plan
JPA	Joint Powers Authority
LOMU	Letter of Mutual Understandings
MMWD	Marin Municipal Water District



NASA	National Aeronautics and Space Administration
NBWA	North Bay Watershed Association
NEPA	National Environmental Protection Act
NGO	non-governmental agency
NMFS	National Marine Fisheries Service
RPC	Regional Planning Committee
RWQCB	Regional Water Quality Control Board
SCBWMI	Santa Clara Basin Watershed Management Initiative
SCC	State Coastal Conservancy
SCVWD	Santa Clara Valley Water District
SFEI	San Francisco Estuary Institute
SFEP	San Francisco Estuary Project
SFPUC	San Francisco Public Utilities Commission
Sonoma CWA	Sonoma County Water Agency
SWRCB	State Water Resources Control Board
TCC	Technical Coordinating Committee
USEPA	U.S. Environmental Protection Agency
USFWS	U.S. Fish and Wildlife Service
WPDC	Watershed Plan Development Committee
WS-WQ	Water Supply and Water Quality



Section N Stakeholder Involvement

IRWMP Appendix A Guidelines

Section N: Stakeholder Involvement

- *Identify stakeholders included in developing the Plan.*
- *Identify how stakeholders were identified, how they participate in planning and implementation efforts, and how they can influence decisions made regarding water management.*
- *Include documentation of stakeholder involvement such as inclusion of signatory status or letters of support from non-agency stakeholders, i.e. those who have not “adopted” the Plan.*
- *Include a discussion of mechanisms and processes that have been or will be used to facilitate stakeholder involvement and communication during implementation of the Plan.*
- *Discuss watershed or other partnerships developed during the planning process.*
- *Discuss disadvantaged communities within the region and their involvement in the planning process.*
- *Discuss efforts to identify and address environmental justice needs and issues within the region. Identify possible obstacles to Plan implementation.*

This section discusses the history of the Bay Area IRWMP planning process, the efforts that were undertaken to identify and involve stakeholders during the development of Plan, and the ongoing efforts that will be established to enable stakeholder involvement throughout Plan implementation.

N.1 History of Bay Area IRWMP Planning Process

In discussing the involvement of stakeholders in developing this IRWMP, it is important to understand the history and evolution of the Bay Area Planning process.

Beginning in 2002, Bay Area water agencies began participating in the Water Bond Coalition of Coastal and Northern California, an organization created to maximize the benefits to the people and the environment of California from limited financial resources. The Coalition identified high-priority projects that could be implemented to provide immediate water quality, water supply reliability, and ecosystem benefits throughout the state. Projects advocated by Coalition participants were those that would carry strong local support and meet critical local and regional needs.

After voters passed Proposition 50 in November 2002, the Bay Area Water Agencies Coalition agreed to work together to develop an Integrated Regional Water Management Plan in order to qualify for grant funding under Chapter 8 of Proposition 50. The agencies developed a Letter of Mutual Understandings (included as Appendix A) that set forth the organizational structure necessary so that all the water resources management functions of an IRWMP would be covered. In addition to the water resources management agencies, other signatories to the LOMU include the Association of Bay Area Governments, the State Coastal Conservancy, several cities and several watershed associations.

In early 2003 the ABAG-CALFED Task Force - organized by ABAG’s Executive Committee in 2000 to address environmental issues, water management issues, regional integration and funding goals - began holding meetings where non-governmental organizations, regulatory and resource agencies, and others could participate more fully in the IRWMP process. In 2004 the Bay Area Water Forum (BAWF) was created, essentially as a successor organization to the ABAG-CALFED Task Force. BAWF offers a forum for stakeholder participation in the development of the IRWMP as well as other water resources management-related issues.



The LOMU sets forth not only the general structure of the IRWMP but also the organizational structure for its development. That institutional structure is the Technical Coordinating Committee (TCC). The TCC is comprised of two members from each of four “sub” TCCs representing (1) water supply and water quality, (2) wastewater and recycled water, (3) flood protection and stormwater management, and (4) watershed protection and habitat protection and restoration. Each of these four “functional areas” of water resources management prepared its own “functional area document,” with its workshops and stakeholder involvement activities. These four documents were then integrated to create the IRWMP.

The TCC, which includes participation of the state and federal resource and regulatory agencies and nongovernmental organizations met monthly or more often in live sessions. Material and other information to be considered is disseminated by e-mail and through the IRWMP website. The meetings of the TCC are in addition to the workshops conducted by the TCC described elsewhere in this document. As the planning process evolved, environmental justice organizations were invited to attend in order to improve how disadvantaged and environmental justice issues were addressed.

The TCC members and others, who made decisions and provided guidance to the consultants during the preparation of the IRWMP, served as representatives of their functional areas and also their agencies and organizations. They ensured that public outreach materials accurately reflected the development of the plan and would encourage public input.

N.2 Importance of Bay Area IRWMP Stakeholder Involvement

Development of the Bay Area IRWMP involved a diverse group of water supply, water quality, wastewater, stormwater, flood control, watershed, municipal, environmental, and regulatory groups whose input played a key role in defining sustainable water resources management goals and objectives and the selection of priority projects to help meet those goals and objectives.

To ensure that the Bay Area IRWMP reflects the needs and priorities of the diverse array of water management interests within the region, targeted stakeholder outreach activities were conducted throughout the Plan’s development. These outreach activities sought to inform, educate, and engage constituents, stakeholders, and interested parties throughout the nine-county Bay Area. Targeted outreach was conducted in a manner that would facilitate meaningful input, foster collaboration, ensure an inclusive and well-managed process, engender trust, and establish credibility.

Bay Area agencies recognize that involving stakeholders in development of an integrated approach to water resources management benefits all parties by ensuring that social, economic, environmental, and technical considerations are taken into account in the planning stages and establishment of regional priorities. The types of stakeholder outreach activities described herein are critical to ensuring a viable and representative Plan with broad-based support.

In addition, Bay Area entities recognize that State and federal agencies are increasingly required to justify their programs and investment choices. The stakeholder and public involvement process utilized to develop the Bay Area IRWMP represents due diligence to identify water management goals, objectives, strategies and priorities in collaborative regional process in accordance with both the letter and spirit of Proposition 50 Integrated Water Management Grant Program Guidelines.



N.3 Identification of IRWMP Stakeholders

Bay Area IRWMP stakeholders were identified through a number of different mechanisms:

- *Through Development of Local Planning Documents.* Stakeholders were identified from the public involvement process that occurred during the development of the individual agency planning documents used to develop the four FADs that serve as a baseline to this IRWMP (e.g., General Plans, Urban Water Management Plans, Water Supply Master Plans, Wastewater Master Plans, Recycled Water Master Plans, Flood Protection Management Plans, Stormwater Management Plans, Watershed Management Plans, etc)
- *Through Development of Functional Area Documents.* As described in N.5.1, additional stakeholders were identified from the public involvement processes that occurred during the development of the Functional Area Documents.
- *Through Development of the IRWMP.* With such a diverse group of water supply, water quality, wastewater, stormwater, flood control, watershed, municipal, environmental, and regulatory groups participating in the development of the Bay Area IRWMP, a comprehensive list of potential stakeholders was able to be developed from the outset of the Plan development. As the development of the Plan progressed, additional stakeholders were identified through workshops, local government meetings, the project website and several other forums (see discussion in N.5.2). The Stakeholder database was updated to reflect additional stakeholder groups identified through the IRWMP outreach activities.

N.4 IRWMP Stakeholders

A comprehensive list of all the stakeholders identified during the development of the Bay Area IRWMP is included as Appendix D. As shown in this list, these stakeholders included elected officials, regulatory agencies, water agencies, wastewater agencies, flood control agencies, counties, cities, land use entities, environmental groups, watershed groups, community-based groups and many more. All of the individuals included on the list received announcements about upcoming workshops and other stakeholder involvement activities.

In general, stakeholder involvement for the Bay Area IRWMP has targeted specific audiences and constituencies, as well as the general Bay Area population. Outreach has intentionally focused on identified stakeholders and likely “customers” of the IRWMP, such as water resource managers and organizations working on behalf of the public to implement actions in the areas of stormwater and flood management, water supply, habitat protection and restoration, water reuse, and NPS pollution prevention. Primary stakeholders involved in the development of the Plan are described in more detail below.

N.4.1 Bay Area IRWMP LOMU Signatories

The Bay Area IRWMP LOMU Signatories (described in Section A: *Regional Group*) include a diverse group of water supply, water quality, wastewater, stormwater, flood control, watershed/habitat, municipal, environmental, and regulatory groups that are committed to developing an Integrated Regional Water Management Plan for the Bay Area.

To ensure an open and transparent planning process, key audiences were involved at the outset of IRWMP development activities through a two-step process:

1. Representatives of Bay Area water, wastewater, flood protection and stormwater management agencies; cities and counties; watershed management interests; and non-governmental and



environmental organizations were invited to sign a LOMU to develop an IRWMP for the San Francisco Bay Area.

2. LOMU signatories were then invited to participate on a Technical Coordinating Committee (TCC) that would serve as the steering and decision-making body for policy direction and guidance during development of the Bay Area IRWMP.

Members of the IRWMP TCC participated in biweekly meetings and served as faithful ambassadors to the agencies whom they represent. TCC members were responsible for communicating information from the various meetings back to their respective agencies. They provided guidance on the development of the IRWMP and stakeholder outreach materials and served as a decision-making body throughout the development of the Plan.

N.4.2 Resource and Regulatory Agency Stakeholders

Targeted IRWMP stakeholders also included state and federal agencies with influence over the implementation of IRWMP projects via regulatory and public resource stewardship mandates, such as the SWRCB, RWQCB, DFG, CALFED, DWR, USEPA, Corps, NMFS, San Francisco BCDC, and USFWS. The SCC led targeted outreach and meeting facilitation to ensure agency participation. These agencies were contacted and invited to participate in stakeholder workshops, TCC working meetings, and review of interim IRWMP documents. The agency representatives were invited to submit comments on all stages of the planning process, particularly as interim IRWMP documents could be adjusted to better respond to regional and statewide water management needs. Additional discussion of the role that State and Federal agencies played in the development of the IRWMP is provided in Section O: *Coordination*.

N.4.3 Non-Governmental Organizations

The Bay Area IRWMP team also targeted watershed management interests, and environmental and non-governmental organizations (NGOs) for participation in workshops and ongoing communications via the web portal. NGOs play an important role in regional watershed management through planning and implementation of habitat protection and restoration projects, administration of monitoring efforts, and education and outreach programming.

As discussed in Section N.6, environmental justice groups were specifically targeted in the development of the IRWMP. SFEP provided an extensive list of environmental justice and social justice organizations throughout the Bay Area and ensured these organizations were invited to workshops. The SCC led targeted outreach to Environmental Justice Coalition for Water (EJCW) and Clean Water Action (CWA) to ensure meaningful participation. Support was provided to EJCW for participating in TCC meetings, soliciting additional proposals for projects benefiting environmental justice communities, and enabling additional review of IRWMP with respect to adequacy and accuracy on environmental justice issues.

N.4.4 Bay Area Population

Finally, interested members of the general public were invited to participate in web communications, stakeholder workshops, and review of the Public Draft IRWMP document. To encourage general public involvement, media advisories were submitted to the local newspapers prior to the stakeholder workshops, email announcements were distributed to the Bay Area IRWMP mailing list about workshops and key deliverables, and automatic email updates were sent to those listed in the website database each time new or updated materials were added to the website.



N.5 Stakeholder Participation Activities

Stakeholders were given a number of opportunities to participate in development of the Bay Area IRWMP, as well as the FADs that serve as a baseline to the IRWMP.

N.5.1 Stakeholder Involvement during FAD Development

Stakeholder involvement during FAD development stemmed from organization of the Regional Group around the LOMU. Signatories to the LOMU were invited to participate in each of the functional areas that was most relevant to their agency or organization's mission. Additional members of local districts, municipalities, and NGOs were also invited to participate in FAD development.

Water Supply and Water Quality FAD

Development of the WS-WQ FAD was guided by a TCC that comprises representatives from major water agencies from all nine-counties of the Bay Area including the following:

- Alameda County Water District
- Bay Area Water Supply and Conservation Agency
- Contra Costa Water District
- East Bay Municipal Utility District
- Marin Municipal Water District
- City of Napa
- San Francisco Public Utilities Commission
- Santa Clara Valley Water District
- Solano County Water Agency
- Sonoma County Water Agency
- Zone 7 Water Agency

These agencies worked together to define the water supply and water quality needs of the region, water management objectives and strategies, and multi-benefit multi-purpose projects to meet those needs. Outreach to other stakeholder groups was conducted as part of individual agency planning efforts and project-specific activities.

Wastewater and Recycled Water FAD

Development of the WW-RW FAD was guided by BACWA, which represents wastewater utilities throughout the entire Bay Area region, listed in Table N-1. These agencies worked together to define the multi-benefit multi-purpose projects to meet the needs. Outreach to other stakeholder groups was conducted as part of individual agency planning efforts and project-specific activities.



Table N-1: Bay Area Clean Water Agencies (BACWA) Members¹

BACWA Members	
<ul style="list-style-type: none"> ▪ Central Contra Costa Sanitary District ▪ San Francisco Public Utilities Commission ▪ City of San Jose ▪ East Bay Dischargers ▪ East Bay Municipal Utility District ▪ Central Marin Sanitation Agency ▪ City of Livermore ▪ City of Palo Alto ▪ City of San Mateo ▪ City of Sunnyvale ▪ Delta Diablo Sanitation District ▪ Dublin-San Ramon Services District ▪ Fairfield-Suisun Sewer District ▪ Napa Sanitation District ▪ South Bayside System Authority ▪ Vallejo Sanitation & Flood Control District ▪ West County Agency ▪ City of Belmont ▪ City of Benicia ▪ City of Brisbane Public Works ▪ City of Burlingame WWTP ▪ City of Fairfield ▪ City of Millbrae ▪ City of Petaluma ▪ City of Piedmont 	<ul style="list-style-type: none"> ▪ City of Pleasanton ▪ City of Redwood City ▪ City of Richmond WPCP ▪ City of St. Helena ▪ City of San Carlos ▪ Mt. View Sanitary District ▪ North San Mateo Sanitation District ▪ Novato Sanitary District ▪ Pinole/Hercules WPCP ▪ San Francisco International Airport ▪ San Mateo County ▪ Sanitary District of Marin County No. 1 ▪ Sanitary District of Marin County No. 2 ▪ Sanitary District of Marin County No. 5 ▪ Santa Clara County Sanitation District No. 2-3 ▪ Sausalito/Marin City Sanitary District ▪ Sewage Agency of Southern Marin ▪ Sewer Authority Mid-Coastside ▪ Sonoma County Water Agency ▪ Stege Sanitary District ▪ Tamalpais Community Services District ▪ Town of Yountville ▪ West Bay Sanitary District ▪ West Valley Sanitation District

Flood Protection and Stormwater Management FAD

Development of the FP-SM FAD was guided by a TCC that was comprised of representatives from stormwater management and flood protection agencies from throughout the Bay Area, including the following:

- Alameda County Public Works Agency
- Contra Costa Flood Control and Water Conservation District
- Marin County Flood Control District
- San Mateo County Public Works
- Santa Clara Valley Water District
- Sonoma CWA
- Zone 7

¹ The Sacramento Regional County Sanitation District is also a BACWA Member, but its service area falls outside of the jurisdiction of the San Francisco Regional Water Quality Control Board (Region 2), which defines the Bay Area region for this IRWMP.

In addition to TCC involvement, the FP-SM group conducted extensive outreach to then-unrepresented agencies and organizations within the region. Letters were distributed to all stormwater management and flood protection agencies, departments, and organizations within the Bay Area to solicit participation in the FAD’s development and projects for the FP-SM project list.

Additionally, the FP-SM TCC initiated a joint workshop with the Bay Area Watershed Plan stakeholders for the purpose of pursuing integration between the functional areas. The May 24, 2006 workshop agenda included review of a short list of BAWP projects to identify possible synergies and find opportunities to economize the project development process while maximizing the project benefits. This joint workshop resulted in identification of several multi-benefit projects that contribute to the objectives of both FADs.

Watershed Management, Habitat Protection and Restoration FAD

Preparation of the Bay Area Watershed Plan (Watershed Management, Habitat Protection and Restoration FAD) involved extensive community outreach and participation, including establishment of a Watershed Plan Development Committee (WPDC); use of a web portal with ongoing Plan development updates, communications, and document review; and four WPDC workshops occurring over an eight-month period (July 2005–March 2006). The sections below further describe these outreach activities.

Watershed Plan Development Committee

The WPDC was an open-membership group that actively participated in the development of Phase 1 of the Watershed Plan. Convened in May 2005, this group was responsible for providing guidance regarding the Plan’s purpose, development, and application. Anyone interested in participating in the Plan development process could join. All meetings and workshops were announced to participants on the email update list through the project web portal. The WPDC consists of representatives from the agencies and organizations listed in Table N-2.

Table N-2: Watershed Plan Development Committee Members

Watershed Plan Development Committee	
<ul style="list-style-type: none"> ▪ ABAG ▪ Bay Area Open Space Council ▪ CALFED ▪ CNPS ▪ California Resources Agency ▪ California State Parks Foundation ▪ Center for Collaborative Policy ▪ City of Oakland ▪ City/County of San Francisco ▪ County of Marin ▪ County of Napa, Planning Dept ▪ County of San Mateo ▪ Friends of Alhambra Creek ▪ Friends of Cordilleras Creek ▪ Friends of Five Creeks ▪ Institute for Fisheries Resources ▪ Jepson Herbarium ▪ Marin Municipal Utilities District 	<ul style="list-style-type: none"> ▪ Merritt College East Bay Watershed Center ▪ NBWA ▪ San Francisco Bay Conservation and Development Commission ▪ San Francisco Bay Joint Venture ▪ San Francisco Bay RWQCB ▪ SFEI ▪ SFEP ▪ SFPUC ▪ San Francisquito Creek JPA ▪ San Mateo County ▪ SCBWMI ▪ SCVWD ▪ Sonoma CWA ▪ Sonoma Ecology Center ▪ SCC ▪ The Bay Institute



Web Portal—www.BayAreaWatershedPlan.net

The project web portal was launched to facilitate planning, information exchange, analysis, communication, sharing, analysis and decision support. Members of the general public can retrieve information about the Watershed Plan from the portal. Members of the WPDC used the web portal to upload, share, and review project documents and participate in online discussions.

Workshops

Four stakeholder workshops were held:

- *Workshop #1* for the Bay Area Watershed Plan was held on July 14, 2005 in Oakland to inform interested members of the public about the Plan. Initial Watershed Plan goals and objectives were presented, the project web portal was announced, initial research was presented, and key issues facing Bay Area watersheds and water resources were discussed.
- *Workshop #2* was held on July 26, 2005 in San Francisco. This WPDC workshop revisited the goals and objectives suggested during the July 14 workshop, and discussed how these issues might frame data collection efforts for the Plan's watershed characterizations.
- *Workshop #3* was held on January 17, 2006 in Hayward. At the workshop, the WPDC reviewed the outline and structure for the Phase 1 report, reviewed watershed characterizations, and reviewed and discussed the project evaluation methodology.
- *Workshop #4* was held on March 1, 2006 in Oakland. Following revisions based on Workshop #3, the WPDC discussed revised drafts of the project evaluation framework. Sample watershed projects were discussed with example applications of the evaluation framework to foster discussion and feedback. A guest speaker from Santa Clara Valley Water District presented a case study of integrated, multiple-benefit projects and policies.

Additionally, a WPDC Data Subcommittee met on October 19, 2005 in Berkeley. The Data Subcommittee discussed use of the web portal's digital library, the status of the data matrices and watershed assessment questions (discussed below), and regional coordination in data sharing.

Finally, a joint workshop with the WPDC and the FP-SM TCC was held on May 24, 2006 to identify potential project synergies between the functional areas. This joint workshop resulted in identification of several multi-benefit projects that contribute to the objectives of both FADs.

Project Solicitation

The project list for the BAWP was developed through an open call for projects that attempted to reach water supply and flood control agencies, local governments, resource conservation districts, watershed groups and NGOs, regulatory and resource agencies, and other interested parties. The call for projects was distributed via email as widely as possible, announced at WPDC workshops, and posted to the web portal. The inventory contains 650 watershed and habitat management projects that are currently seeking funding within the region (available at www.bayareawatershedplan.net). This list was pared down to 150 Tier 1 projects, based primarily on readiness to process, and all Tier 1 applicants were then invited to submit their projects for consideration in the IRWMP.

N.5.2 Stakeholder Involvement during Plan Development

Targeted stakeholder outreach activities were conducted throughout the Plan's development. These outreach activities sought to inform, educate, and engage constituents, stakeholders, and interested parties



throughout the nine-county Bay Area by conducting targeted outreach in a manner that would facilitate meaningful input, foster collaboration, ensure an inclusive and well-managed process, engender trust, and establish credibility. The following sections describe the specific stakeholder involvement activities that were conducted.

Stakeholder Consultation

At the outset of IRWMP development, TCC members were interviewed to obtain their expectations and desires with regard to project outreach, including their recommendations on the best methods for communicating with their constituencies. Engaging TCC members early in the Plan development process provided a forum for discussion and early resolution of key issues and helped to build the foundation for broad-based support of the IRWMP. Throughout the Plan development process, TCC members were convened regularly to review all technical and outreach materials and to critique the overall progress of the Plan. Through a series of TCC meetings, ongoing communication, and biweekly conference calls, TCC members were afforded multiple opportunities to provide input on IRWMP development.

Stakeholder Workshops

Four stakeholder workshops were held at key milestones in the Bay Area IRWMP development process to ensure a transparent planning process, promote open communication between participating entities and other stakeholders, identify stakeholder concerns, and incorporate stakeholder comments into the Bay Area IRWMP. To facilitate involvement, stakeholder workshops were held immediately following meetings of the Bay Area Water Forum, a coalition of Bay Area stakeholders which serves as a venue for participants to discuss a wide range of water issues affecting the San Francisco Bay Area. See Appendix D for additional information on each of these workshops including a list of meeting attendees, handout materials, presentation slides, and meeting minutes.

Stakeholder workshop notices were distributed via e-mail using the Bay Area IRWMP database consisting of roughly 2,000 contacts. Notices were also posted on the IRWMP web site and distributed to local newspapers well in advance of the scheduled meeting time. Meetings were held in different parts of the San Francisco Bay Area to encourage participation throughout the region. Materials from each of these workshops are included in

Stakeholder workshops addressed the following subject areas respectively: 1) proposed regional goals and objectives; 2) integration of water management strategies, projects, and programs; 3) proposed project assessment and prioritization process; and 4) release of the Public Draft IRWMP.

Stakeholder Workshop #1: Objectives

Workshop #1 was held on February 27, 2006 in San Francisco to discuss the proposed approach to development of the Bay Area IRWMP, as well as to define the region and regional planning objectives. Specific agenda items included the following:

- Introductions, Agenda and Objectives of Meeting
- Overview of the Bay Area IRWMP Initiative
- Overview of the Results of the “Regional Planning Models” Working Paper
- Overview of Draft IRWMP Goals and Objectives
- Overview of Bay Area IRWMP Public Involvement
- Small Group Discussions on Draft IRWMP Goals and Objectives

Table N-3 lists the various interest groups and entities that participated in this workshop. Various members of the general public also attended.

**Table N-3: Workshop # 1 Participants**

Interest Group	Participation
Environmental interests	Tuolumne River Trust; SFEP; SFEI; Public Trust Alliance; Sierra Club; CLEAN; NBWA; EBRPD The Bay Institute; Clean Water Action
Community and Environmental Justice	Environmental Justice Coalition for Water
Business, development communities	HydroNova; CH2M_Hill; Morrison & Associates; Economic Development Alliance for Business; Metcalf & Eddy, CirclePoint; URS; Bay Area Council; Natural Logic; Bay Planning Coalition
Special Districts	MMWD; Sonoma CWA; Coastside City Water District; Stanford University; SCVWD, Zone 7
State and Federal Agencies	US Army Corps of Engineers; NASA; San Francisco Bay Regional Water Quality Control Board; National Marine Fisheries Service; US Fish and Wildlife Service; California State Coastal Conservancy
Local Government	City of San Mateo; City of San Jose; City of East Palo Alto (American Water); City of Millbrae; City of Burlingame; City of Redwood City; Town of Hillsborough; City of Daly City; Marin County; City of Palo Alto; San Francisco Public Utilities Commission

Stakeholder Workshop #2: Integration

Workshop #2 was held on April 24, 2006 in Millbrae to discuss the proposed water management strategies considered in the Bay Area IRWMP, and how various management strategies are being integrated within proposed projects and programs. Specific agenda items included the following:

- Introductions, Agenda and Objectives of Meeting
- Update on Activities since the February Workshop
- Overview of Functional Area Documents
- IRWMP Implementation Grants
- Overview of Water Management Strategies, Projects and Programs
- Integration of Water Management Strategies

Table N-4 lists the various interest groups and entities that participated in this workshop.

Table N-4: Workshop # 2 Participants

Interest Group	Participation
Environmental interests	Clean Water Action; San Francisco Estuary Institute
Special Districts/JPAs	Santa Clara Valley Water District; Marin Municipal Water District; Zone 7 Water Agency; Sonoma County Water Agency, Bay Area Clean Water Agencies
State and Federal Agencies	California State Coastal Conservancy; California Department of Water Resources; National Marine Fisheries Service
Local Government	San Mateo County; City of Mountain View; City of Redwood City; City of Daly City; City of San Jose; City of Burlingame; San Francisco Public Utilities Commission

Stakeholder Workshop #3: Project Prioritization

Workshop #3 was held on June 26, 2006 in Oakland, and was webcast to facilitate the involvement of those who could not attend in person. The third workshop included an Open House presentation of



proposed Bay Area IRWMP projects. A proposed prioritization process was demonstrated through analysis of two projects after which meeting participants were invited to review and recommend refinements to the prioritization process. Specific agenda items included the following:

- Open House to browse and discuss IRWMP projects
- Introductions, Agenda and Objectives of Meeting
- Overview of IRWMP Development Process
- Proposed Project Prioritization Process and Application
- Small Group Discussions on Project Prioritization Process



Table N-5 lists the various interest groups and entities that participated in this workshop.

Table N-5: Workshop # 3 Participants

Interest Group	Participation
Environmental interests	Friends of Alhambra Creek; Sonoma Ecology Center; NBWA; Friends of Five Creeks; The Bay Institute;
Community and Environmental Justice	Clean Water Action; League of Women Voters of the Bay Area; Girl Scouts
Business, development communities	East Bay Economic Development Alliance; Morrison and Associates; HydroNova; Carollo Engineers; Kennedy/Jenks; Shaw Environmental
Special Districts	EBMUD; Alameda County Flood Control and Conservation District; Zone 7 Water Agency; BAWSCA; SCVWD; Iverness Public Utility District; Contra Costa County Flood Control and Water Conservation District; MMWD; EBRPD; BACWA; Sonoma County Water Agency
State and Federal Agencies	California State Parks; National Marine Fisheries Service; National Park Service; State Coastal Conservancy; Department of Water Resources; SF RWQCB; San Francisco Bay Joint Venture; USFWS; BCDC
Local Government	City of Pinole; City of East Palo Alto; City of Benicia; City of Redwood City; Marin County; City of San Jose; San Francisco Public Utilities Commission

Stakeholder Workshop #4: Public Draft Bay Area IRWMP

The fourth workshop was held on October 23, 2006 in Oakland. The workshop was intended to provide a review and discussion of the entire Public Draft Bay Area IRWMP. Specific agenda items included the following:

- Update on Activities Since the June Workshop
- Overview of Plan Development Process
- Bay Area IRWMP Plan Sections
- Proposed Implementation Approach
- Public Comments on Public Draft IRWMP



Table N-6 lists the various interest groups and entities that participated in this workshop.

Table N-6: Workshop # 4 Participants

Interest Group	Participation
Community and Environmental Justice	Clean Water Action; Community Housing Development Corporation of North Richmond; Environmental Justice Coalition for Water; People for Children's Health and Environmental Justice;
Business, development communities	Advanced Hydro Engineering; Hydro Nova; Jones & Stokes; Morrison and Associates; RMC Water and Environment
Special Districts	Alameda County Flood Control and Conservation District; American Water; Contra Costa County Flood Control and Water Conservation District; Contra Costa Resource Conservation District; EBMUD; EBRPD; MMWD; San Francisco International Airport; San Mateo Countywide Stormwater Pollution Prevention Program; South Bay Water Recycling; Santa Clara Valley Water District; Zone 7 Water Agency
State and Federal Agencies	Department of Water Resources; National Marine Fisheries Service; NASA Ames Research Center; National Park Service; State Coastal Conservancy; SF RWQCB
Local Government	Alameda County Public Works Agency; City of Palo Alto; City of Emeryville; City of Benicia; City of Redwood City; City of San Jose; San Francisco Public Utilities Commission

[Web Portal – www.BayAreaIRWMP.net](http://www.BayAreaIRWMP.net)

A comprehensive website established specifically for the Bay Area IRWMP provided another forum for stakeholder identification and participation, as well as draft document review and internal communications for the project team and TCC. Draft documents, public announcements, meeting handouts, and other deliverables were posted to the web site for public review. An online discussion forum was established to promote public discussion regarding the Bay Area IRWMP near-term projects and encourage feedback on the prioritization results. In addition, the web site included an e-mail address (info@bayareairwmp.net) to facilitate the public's submission of comments, questions, requests for information, etc.

[Local Government Outreach](#)

In addition to the four stakeholder workshops, a series of seven local government outreach briefings were held, as described in Section M: *Relation to Local Planning*. These local government briefings were intended to inform local governments about the Bay Area IRWMP, ensure local needs are addressed in the Bay Area IRWMP, and provide an opportunity for local governments to give feedback on the Bay Area IRWMP development.

[Bay Area Water Forum Updates](#)

Additional updates regarding the progress of the Plan development were provided at the Bay Area Water Forum meetings, which typically occurred every 4th Monday of the month.

[Regional Planning Committee \(RPC\) Updates](#)

Bay Area IRWMP information was presented at the April 5, 2006 ABAG RPC meeting. The RPC has a county and city representative from each county in the Bay Area, in addition to representatives from public and special interests such as transportation, education, environment, housing and social equity. The RPC hears a broad suite of regional issues covering all planning areas, and makes recommendations on



programs and activities to be undertaken by the ABAG executive board. Materials from the Bay Area IRWMP presentation at the April 5, 2006, RPC meeting are provided in Appendix D.

Stakeholder Outreach via Related Projects and Plans

A significant amount of stakeholder involvement and public outreach and participation has been conducted by Bay Area water agencies and organizations to support the various projects and plans that will be included in the IRWMP. In many cases, these projects and plans are subject to CEQA and National Environmental Policy Act (NEPA) public outreach requirements.

Elected/Appointed Officials Interviews

The IRWMP contacts database included over 500 contacts in local, state, and federal governments. These contacts and officials were kept abreast of IRWMP developments via stakeholder workshop notices and updates from the website.

General Public Outreach

Various means were employed to extend the scope of outreach to stakeholders external to the TCC, including environmental groups, non-governmental organizations, and interested members of the public. These general public outreach methods include the following:

- A comprehensive project e-mail database including stakeholders, media, and interested parties was researched and compiled early in the IRWMP planning process. The project database was updated as appropriate to include new stakeholders identified over the course of IRWMP development, and those who signed in at stakeholder workshops.
- Five non-technical fact sheets were developed on various aspects of the IRWMP planning process to communicate about the IRWMP process and approach, including a Background, Goals and Objectives, Integration, Local Government, and Water Management Strategies. Fact sheets were posted to the IRWMP web site and distributed at public meetings.
- Information on the IRWMP was distributed utilizing existing forums to the greatest extent possible. TCC members made presentations and distributed informational materials via established newsletters and web sites.
- Interested agencies and organizations were encouraged to sponsor forums to discuss the Bay Area IRWMP, distribute information to their constituencies/membership, provide input on the IRWMP planning process, and to help build support for a regional approach to water resource management.
- A distribution list of a wide range of media outlets, including print, radio, and television, was maintained as part of the larger IRWMP stakeholder database. A press release titled “Bay Area Water Interests Join Forces to Develop Regional Plan” was distributed on February 20, 2006 to announce and kick off the IRWMP planning effort. At least one newspaper, *The Independent* (serving Livermore, Pleasanton, and Sunol), picked up the press release and ran an article titled “Zone 7 Takes Leadership Role in Bay Area Water Planning”.² Media advisories were also sent to the media in advance of each stakeholder workshop to ensure that the general public was made aware of the meetings.

² “Zone 7 Takes Leadership Role in Bay Area Water Planning.” *The Independent*. February 2006.



N.5.3 Stakeholder Involvement during Plan Implementation

Stakeholder involvement during Plan implementation will be centered on outreach activities undertaken by the individual responsible agencies during project planning and implementation. It is vital for water management entities to conduct outreach to include communities in water planning and project implementation, particularly for projects that are complex and that can impact communities. Early and effective community engagement can reduce legal, environmental and project inflation costs by identifying potential problems early in project development, provide political support for difficult decisions, and make it easier to access a variety of funding sources. Disadvantaged and environmental justice communities, in particular, often possess information on specific problem areas in their neighborhoods, and can articulate important cultural values not always considered. Additionally, water resources projects can provide opportunities to increase the capacity of community-based organizations through contracts for outreach, monitoring, and restoration activities.

Additionally, as appropriate per the public review progress under CEQA Guidelines, each of the Bay Area IRWMP near-term priority projects will conduct a stakeholder participation process as part of project implementation. This will ensure ongoing communication and stakeholder involvement throughout the implementation of the Bay Area IRWMP.

Maintenance of the IRWMP document itself will occur on a periodic basis, depending on availability of funding and resource, and therefore will not comprise significant on-going planning activities. The project website (www.BayAreaIRWMP.net), however, will be maintained for ongoing project communications, and updates about project monitoring, Plan maintenance, and Proposition 50 Grant Program updates.

N.6 Outreach to Disadvantaged and Environmental Justice Communities

In addition to including disadvantaged communities in the general public outreach process, targeted outreach was conducted with environmental justice advocacy groups to ensure that environmental justice issues in the Bay Area were identified and addressed in the Plan.

In response to feedback from these organizations, the IRWMP conducted the following activities:

- **Defined Disadvantaged Communities to Assist with Project Prioritization.** For the Bay Area IRWMP, DACs were defined as: 1) communities with an annual MHI less than 80% of the *countywide* annual median household income; and 2) communities with American Indian or Alaskan Native, Asian or Pacific Islander, Black, and/or Hispanic populations exceeding 50% of total population.
- **Developed DAC Mapping.** Several maps showing the locations of DACs throughout the region were developed to provide a better understanding of specific benefits that will be provided through implementation of the IRWMP.
- **Included Environmental Justice Stakeholders in Internal Document Review.** In order to provide adequate time for document review and to ensure that comments are incorporated into the Draft IRWMP, select environmental justice stakeholders were allowed to review internal draft documents, instead of having to wait for the Public Draft release in September.
- **Give Priorities to Projects that Include Outreach to DACs and Address Specific Environmental Justice Concerns.** Providing benefits to DACs and addressing Environmental Justice Concerns were two specific criteria utilized in the project prioritization methodology. As



such, those projects that benefited DACs and addressed specific environmental justice concerns (e.g., alleviated flooding in low-income areas, etc) scored well in those categories.

Throughout development of the Bay Area IRWMP, the TCC has solicited input from environmental justice organizations operating both locally and statewide. These organizations have provided valuable input that will strengthen the ability of water management entities throughout the region to better address the needs and issues facing its environmental justice communities. Moving forward, the IRWMP CC will continue to work with environmental justice groups to further improve the IRWMP through continued communication and collaboration, focusing on the following areas:

- Determining the types of demographic analysis needed to identify disadvantaged and environmental justice (DA/EJ) communities
- Defining DACs in a manner that captures the issue of the higher cost of living in the Bay Area while maintaining the focus on communities that need the most assistance
- Refining project assessment criteria to better capture benefits to DA/EJ communities
- Developing a better understanding of the specific project-level impacts and benefits that are of most concern to DA/EJ
- Identifying additional opportunities to better integrate DA/EJ communities into water resource projects

N.7 Obstacles to Plan Implementation

By engaging in a transparent planning process and incorporating stakeholder comments from the start of planning, it is expected that obstacles facing the implementation of the Bay Area IRWMP will be minimized. However, a number of factors have been identified that may present hurdles for Bay Area IRWMP implementation. These factors include the following:

- **Funding availability.** Identifying and securing sufficient funding is essential to the successful implementation of the near-term priority projects. Pursuing a variety of funding sources will maximize the funds available. Innovative local financing techniques combined with state and federal funding opportunities will generate the support necessary to make these projects a reality.
- **Stakeholder Support.** Generating and maintaining stakeholder support is a challenge facing all large-scale planning efforts. Identifying and involving stakeholders throughout the development of the Bay Area IRWMP and providing opportunities for ongoing involvement through the implementation of each of the near-term priority project will ensure an open planning and implementation process, minimizing conflicts between stakeholders.
- **Regulatory Requirements.** Obtaining the necessary regulatory approvals and preparing the required environmental documentation has the potential to impact the implementation of the near-term Bay Area IRWMP projects. Schedule delays and project modifications can be minimized by conducting an open dialogue with regulatory agencies throughout project implementation and identifying mitigations as part of the project design.
- **Inter-jurisdictional Coordination.** Project work in areas where multiple participating entities have jurisdiction could lead to conflicts between interested parties. However, establishing a responsible agency for each Bay Area near-term priority project will ensure that these conflicts are minimized or avoided.

While these factors could present obstacles for Bay Area IRWMP implementation, careful coordination with the participating entities, local agencies, stakeholders, disadvantaged communities, and regulatory agencies will ensure successful implementation of the Bay Area IRWMP.