

Interim EWA Management  
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**EWA Functions**

EWA must be able to:

Make rapid decisions

Be able to gain near instantaneous E/I variances.

Gain near instantaneous access to surplus capacity in state and federal facilities.

Analyze near real-time monitoring data on species distributions.

Generate and expend water, and carry secured debt.

Write contracts for water purchases and storage leasing.

Pay for EWA activities.

Be responsive to ESA needs.

Be accountable to the stakeholders and the public.

Begin planning during 1999.

**Implications for EWA Structure**

Given the short timeline, we must use existing institutional arrangement to the extent possible. Fortunately, the machinery exists to carry out all of these activities, provided that the CALFED agencies cooperate with each other. In the long term EWA operations should probably become institutionalized via legislation and contracts. The EWA needs described above imply the following:

The need for rapid decision making implies that the EWA needs a full time manager, supported by agency staff and/or consultants, reporting directly to a small management group. The manager, in consultation with the management group should plan for likely biological contingencies, recommend the appropriate allocation and use of EWA assets, see that needed contracts are written, monitor biological monitoring data, alert the management team to biological problems and opportunities, etc.

The need for near instantaneous E/I variances implies that the management of the EWA should be under the auspices of the Ops Group. Only the Ops Group has explicit authority to grant E/I variances (subject to SWRCB veto).

The need to acquire and expend water and to carry debt implies the need to develop accounting and operating criteria before the EWA begins operations.

The need for near instantaneous access to state and federal surplus capacity implies that the projects must be part of the interim management group.

The need to be responsive to ESA needs implies that state and federal fishery agencies must be part of the interim management group.

The need to pay for activities and to purchase water implies that the EWA should be granted adequate financial resources before beginning operations and should be able to carry over a financial reserve across years.

The need for access to near real-time biological monitoring data implies that some ability on the part of the EWA to direct IEP activities.

The need to negotiate and contract for water and storage services implies the EWA must be able to call upon existing state and federal water purchase personnel or must contract with private water brokers.

The need for accountability to the stakeholders and the public implies the need for reporting to CALFED via the Ops Group and to the public, either through BDAC or +through the ecosystem roundtable.

### Formation of an Interim EWA Structure

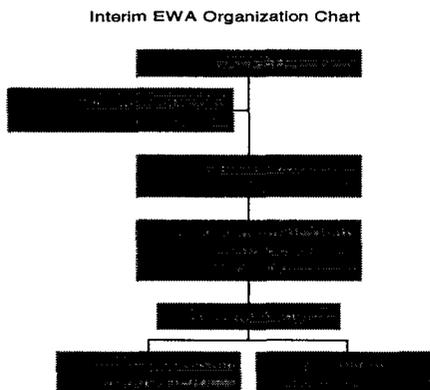
These criteria lead to an organization along the following lines:

An interim EWA management group is formed as a subcommittee of the Ops Group. The members of the EWA management group are: USFWS, NMFS, DFG, USBR, and DWR. The Ops Group delegates to the management group the authority to grant E/I variances and to modify Project Operations within certain limits, with the right of appeal from the subcommittee up through the Ops Group to the CALFED Policy Group.

The interim EWA management group collectively hires an EWA manager. The EWA manager is responsible for administering the EWA under the direction of the management group – contingency planning, operational recommendations, budget recommendations, negotiation of contracts, etc. The manager will be supported by agency staff (e.g., DOI staff might negotiate water purchases) and by consultants. The manager will also assure the proper flow of monitoring information from the IEP.

The management group will, to the extent feasible, base its asset, operational, and biological decisions upon criteria and priorities developed and vetted in advance by the Ops Group and a public advisory group.

The following org chart shows the general relationships.



In a sense, the EWA has already assumed debts, despite the lack of a formal management structure (by taking on debt last spring to protect Delta smelt). It is imperative that a more formal EWA management structure be formed as soon as possible to assume control over EWA planning and operations. The following steps are needed:

Ops Group forms EWA Management Group as a formal subcommittee.  
Fish and Operations agencies assign personnel to staff EWA Management Group.  
EWA Management Group hires EWA manager  
EWA manager hires consultants, and recommends needed agency liaisons.  
EWA manager recommends asset allocation, operations, and funding needs beginning with the fall of 1999.

[More work still needed on this paper. We need to integrate the DNCT work into this somehow. Otherwise, we will marginalize stakeholders. However, we may wish to have DNCT report to management group rather than vice versa in order to force the pace (a real manager will insist on getting timely outputs from DNCT).]