



# Implementation Strategy



## Memorandum

Date: March 26, 1998  
To: CALFED Policy Group  
From: Lester A. Snow  
Executive Director  
Subject: Implementation Strategy -- Staged Implementation

### Summary:

Staged implementation offers significant benefits to the CALFED agencies in selecting a preferred alternative that is supported by many stakeholders. Staging allows agencies and stakeholders to better understand the nature of the decision they are being asked to make. If successful, staging provides a blueprint of actions to be taken, the sequence of implementation, the linkages among actions, the means for measuring success, the consequences of not meeting identified targets and the triggers for activating a contingency response process.

### Discussion:

Regardless of which Program alternative is selected, the CALFED agencies must determine how to implement the Program over 30 years (Attachment 1). Because the Program will require a number of funding, legislative, regulatory, contractual and institutional changes, implementation will be a complex process. Additionally, the size of the Program and the nature of the Program elements make it impossible to implement the entire Program simultaneously. The Program, therefore, will be implemented in stages.

The challenge in implementing a Program in stages is to allow actions that are ready to be taken immediately to go forward, while assuring that each interest group has a stake in the successful implementation of the entire Program over 30 years. A staged implementation plan should have the following characteristics:

- ▶ each stage should be completed before the next stage can begin;
- ▶ no single interest group or entity should be vested with the power to prevent the Program from proceeding to the next stage;

### CALFED Agencies

<p>California</p> <ul style="list-style-type: none"> <li>The Resources Agency</li> <li>Department of Fish and Game</li> <li>Department of Water Resources</li> <li>California Environmental Protection Agency</li> <li>State Water Resources Control Board</li> </ul>	<p>Federal</p> <ul style="list-style-type: none"> <li>Environmental Protection Agency</li> <li>Department of the Interior</li> <li>Fish and Wildlife Service</li> <li>Bureau of Reclamation</li> <li>U.S. Army Corps of Engineers</li> </ul>	<ul style="list-style-type: none"> <li>Department of Agriculture</li> <li>Natural Resources Conservation Service</li> <li>Department of Commerce</li> <li>National Marine Fisheries Service</li> </ul>
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- ▶ each interest group should have strong inducements to support the completion of each and every stage; and
- ▶ Program elements outside of the control of the CALFED agencies should be implemented as early as possible to reduce the risk that outside factors may affect implementation.

A staging plan would include a number of elements:

- ▶ discrete phases no more than 5 years in length;
- ▶ a list of actions or portions of actions to be completed within each phase;
- ▶ a description of the cost of each phase;
- ▶ the measures of success for determining whether actions within a stage have been successfully completed and, therefore, implementation can proceed to the next stage; and
- ▶ the triggers that would activate the contingency response process.

**Action Requested:**

At the upcoming meeting, we will have a detailed discussion of the staging concept and the implications to the decision-making process. We will request concurrence on the staging approach as an appropriate way to proceed in developing an implementation strategy.

Attachments