

## PROPOSED DECISION-MAKING PROCESS WHEN CONFLICTS ARISE

After proceeding through a December 1999 water management conflict with a less-than-optimal decision process, the CALFED agencies involved in operations – USBR, FWS, NMFS, DWR, and DFG – have developed a new and improved process for deciding how best to proceed in the face of conflict among competing objectives. The new process is intended to:

1. Ensure full consideration of all appropriate factors required for a decision based on the then-available best scientific data and evaluation, particularly including water supply, water quality, and endangered species as well as tradeoffs.
2. Expedite the elevation of conflicts among these sometimes competing objectives.
3. Provide an “early warning” to senior policymakers in the state and federal governments.
4. Draw on stakeholder knowledge and creativity in resolving issues.

Most operational conflicts will be resolved at the operator or director level, but senior levels of government need to remain informed as conflicts develop. In those few instances where conflicts cannot be resolved, senior policymakers participate in resolving those issues consistent with applicable statutory provisions.

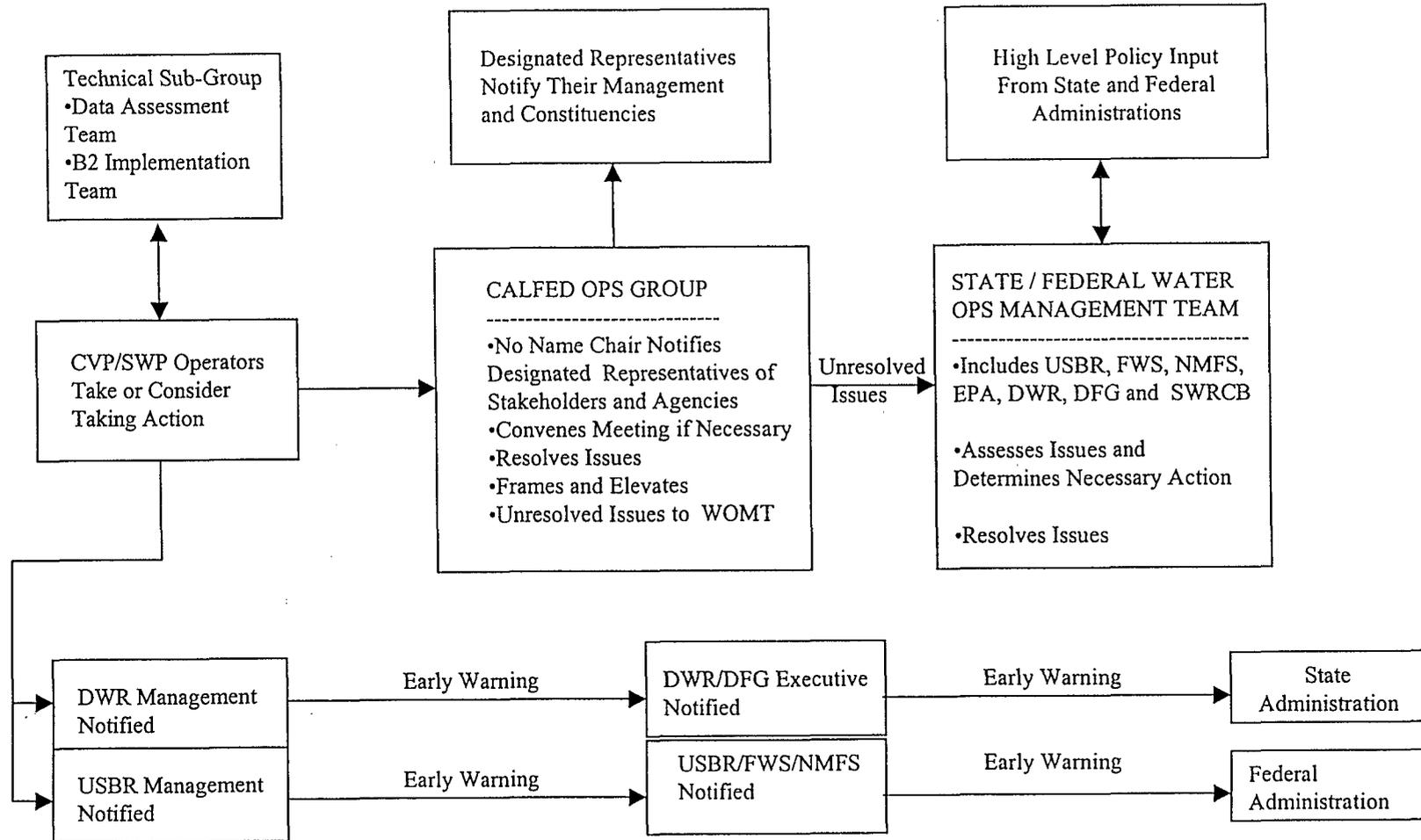
**Water Operations Management Team.** The most important change is the creation of the Water Operations Management Team, which includes the directors of DWR and DFG, the regional directors of USBR, FWS, NMFS and EPA as well as a representative of the State Board. This Team will meet weekly, or as the need arises, to resolve conflicts among competing resource demands. The CALFED Operations Group, which includes agency operations personnel, will present the issues to the Team, who will be responsible for informing more senior levels of government regarding developing conflicts. As the Water Operations Management Team resolves issues, it will consider explicitly water supply, water quality and endangered species in its decisions.

**CALFED Operations Group (Ops Group).** Ideally, operational issues will be resolved at the lowest level possible, with the Ops Group orchestrating that conflict resolution. The Ops Group will draw on the discussions and advice within the stakeholder-driven No-Name Group and the agency-driven, biological Data Assessment Team. As decisions are made, the Ops Group is responsible for informing their agencies’ members of the Water Operations Management Team.

The “flow chart” illustrates two ways to trigger high level policy engagement: One elevates an “early warning” independently within the State or federal organization; another, involves State, federal and stakeholder coordination in identifying and framing an issue involving a significant resource conflict.

# Operations Decision-Making Process

← Staff Level → ← Stakeholder Level → ← Policy Level →



DRAFT – February 23, 2000