

**DRAFT**  
**PLAN OF ACTION**  
**PHASE 1**

**June 22, 1995**



**CALFED  
BAY-DELTA  
PROGRAM**

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**CALFED Bay-Delta Program**  
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## EXECUTIVE SUMMARY

This Plan of Action describes the process and schedule for Phase 1 of the CALFED Bay-Delta Program. CALFED Phase 1 will be substantially complete in March 1996 with publication of an alternatives development report. This report will form the basis for selection of a short list of alternative programs of long-term solutions to Bay-Delta Estuary resource problems. The alternative programs will be described in a final alternatives report and will be evaluated in detail in CALFED Phase 2, the preparation of the Tier 1 EIR/EIS. Tier 2 environmental documentation will evaluate the impacts of specific activities and facilities in CALFED Phase 3.

The Phase 1 Plan of Action is designed to serve the coordination and oversight needs of the CALFED agencies. The plan identifies milestones and decision points between June 1995 and Spring 1996 and describes deliverables that will be crucial for effective collaboration with the Bay-Delta Advisory Council (BDAC) and the public. The plan specifically describes a public involvement program to be implemented to communicate with all Bay-Delta resource stakeholders, interest groups, and the general public.

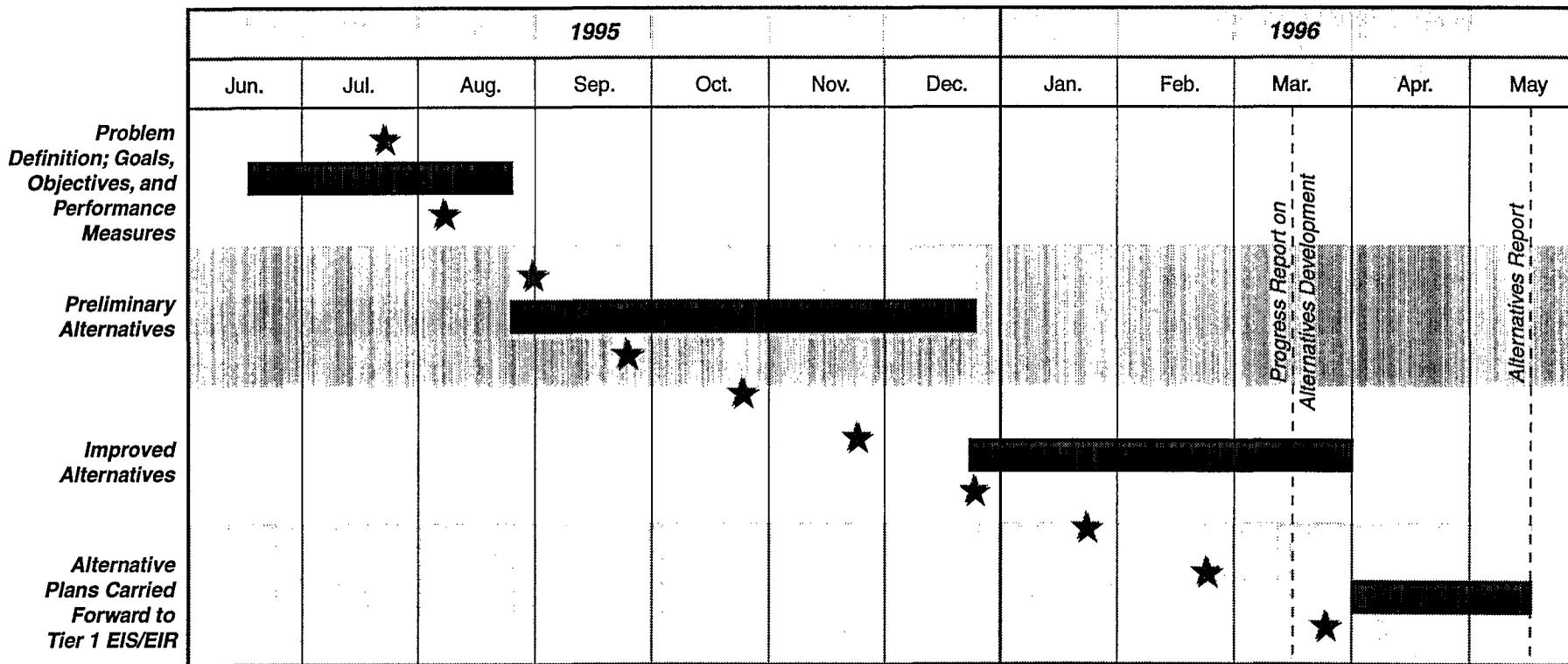
CALFED Phase 1 will be an open and collaborative process considering all reasonable options for addressing Bay-Delta Estuary problems related to fish and wildlife, water supply reliability, water quality, and natural disaster vulnerability. Phase 1 will be conducted in a manner that is comprehensive and balanced, with extensive public review and input. The process is designed to ensure effective participation by all interested parties and to ensure that the alternative program selected in CALFED Phase 2 enjoys widespread support and acceptance.

Phase 1 will begin with tasks designed to develop general public and stakeholder agreement on the scope and definition of the Bay-Delta Estuary problems and the goals and objectives for the long-term solution. Simultaneously, tasks will be initiated to identify and evaluate creative ideas for resource solutions. Promising solutions will be organized into alternatives, each consisting of a set of conceptually-described actions and facilities. A process of evaluating, reformulating, and improving these alternatives will then be performed to achieve agreement on the set of alternatives to be carried forward to Phase 2 environmental review.

The alternatives selected by the CALFED agencies for detailed environmental analysis in Phase 2 will cover a range of solutions designed to best meet the goals and objectives defined early in Phase 1. Those solutions will bracket the reasonable range of stakeholder expectations about Bay-Delta Estuary solutions. A financial strategy will be developed for the overall program and financial feasibility will be checked at key milestones.

The Phase 1 schedule, to be completed in Spring 1996, is summarized graphically on the back of this page.

## CALFED Bay-Delta Program Generalized Phase 1 Schedule



★ = Opportunities for Public Workshops or Other Public Involvement Activities

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## GLOSSARY

Terms applicable to this CALFED Phase 1 Plan of Action

**action**

A specific activity designed to contribute to meeting a project objective. An action could be a restoration, policy, operational change, or structure that could be combined with other actions to form an alternative.

**alternative**

A combination of categories (groups of actions) that, taken together, would address all objectives of the program.

**category**

A group of similar actions that are used together to meet a program objective.

**performance measure**

Criterion to measure how well an alternative addresses an objective of the program.

**preliminary alternative**

An alternative initially assembled based on a given solution strategy. The preliminary alternatives are the initial set of alternatives (perhaps 20-40) that will be refined through further analysis.

**short list of alternatives**

The set of alternatives (including the no-action alternative) that will be carried forward into Phase 2, the tier 1 EIR/EIS.

**solution strategy**

A governing principle for combining categories of actions into an alternative for achieving the program's objectives. The solution strategies are used to guide formulation of preliminary alternatives.

**tier 1 CEQA/NEPA documentation**

The broad environmental document covering program alternatives that forms the basis for subsequent tier 2 EIR/EIS's.

**tier 2 CEQA/NEPA documentation**

Specific environmental documents (subsequent to the tier 1 EIR/EIS) covering individual actions.

## SECTION 1 - INTRODUCTION

The San Francisco Bay/Sacramento-San Joaquin Delta Estuary is a critically important part of California's natural environment and economy. In recognition of the complex resource management decisions that must be made, the State of California and the federal government are working together to stabilize, protect, restore, and enhance the Bay-Delta Estuary.

### Basis for Cooperation

State-federal cooperation was formalized in June 1994 with the signing of a Framework Agreement by the involved state and federal agencies. The state agencies include the Resources Agency, the Department of Water Resources, the Department of Fish and Game, the California Environmental Protection Agency, and the State Water Resources Control Board. Federal Agencies include the Bureau of Reclamation and the Fish and Wildlife Service, within the Department of the Interior, the Environmental Protection Agency, and the National Marine Fisheries Service, part of the Department of Commerce. These agencies with management and regulatory responsibility in the Bay-Delta Estuary are working together as CALFED, and will provide policy direction and oversight for the process.

The Framework Agreement pledged that state and federal agencies would work together in three areas of Bay-Delta management:

- Water Quality standards formulation
- Coordination of State Water Project and Central Valley Project operations with regulatory requirements
- Long-term solutions to problems in the Bay-Delta Estuary

Since June of last year (1994), significant progress has been made in all three areas. These management efforts have included close cooperation not only among state and federal agencies, but involvement of urban and agricultural water users, fishing interests, environmental organizations, business, and others. These groups--the stakeholders in resources of the Bay-Delta Estuary--play an important role in the collaborative process of solving problems.

### Water Quality Standards

On December 15, 1994, state and federal agencies, working with stakeholders, reached agreement on water quality standards and related provisions that would remain in effect for three years. The agreement was based on a proposal developed by urban, agricultural, and environmental interests. Elements of the agreement include springtime export limits expressed as a percentage of Delta inflow, regulation of the salinity gradient in the Estuary so that a salt concentration of two parts per thousand (X2) is positioned where it may be more beneficial to

aquatic life, specified springtime flows on the lower San Joaquin River to benefit Chinook salmon, and intermittent closure of the Delta Cross Channel gates to reduce entrainment of fish into the central Delta.

A second category of provisions is intended to reconcile operational flexibility and compliance with the federal Endangered Species Act (ESA). Compliance with provisions of the ESA is intended to result in no reduction in water supply from what would be available for export under other operational requirements of the agreement. This will be accomplished in part by better monitoring for the presence of aquatic organisms of concern, faster interpretation of monitoring information, and immediate response in the operation of export facilities. This is known as real time monitoring.

A third category of provisions is intended to improve conditions in the Bay-Delta Estuary that are not directly related to Delta outflow. Some of these "Category III" measures may include screening of unscreened water diversions, waste discharge control, and habitat restoration. Parties to the agreement committed to implementation and financing of such measures, and estimated that a financial commitment of \$60 million would be required in each of the three years of the agreement.

Many of the elements of the December 15 agreement were incorporated into the State Water Resources Control Board's "Draft Water Quality Control Plan for the San Francisco Bay/Sacramento-San Joaquin Delta Estuary" dated December 1994. Public hearings on the draft were held and extensive comments were received. In response to these comments, the water quality objectives were modified as appropriate. The Final Bay/Delta Plan was adopted on May 22, 1995. In response to a petition by the USBR and DWR, a water right hearing was held and a water right order was subsequently adopted by the SWRCB on June 8, 1995. This order removed conflicts between existing water right decisions for the Bay/Delta and the 1995 Bay/Delta Plan. It also allowed additional operational flexibility with SWRCB oversight.

### **Operational Coordination**

Operators of the California State Water Project and the federal Central Valley Project recognized that compliance with endangered species protections, water quality standards, and provisions of the Central Valley Project Improvement Act would require project operations to be coordinated even more closely than in the past. To help ensure this coordination, representatives of the two projects and the other CALFED agencies meet regularly to provide oversight of project operations. The deliberations of this Operations Group or "Ops Group" are conducted in consultation with water user, environmental, and fishery representatives.

### **Long-Term Solutions--The CALFED Bay-Delta Program**

The third element of the Framework Agreement called for a joint state-federal process to develop long-term solutions to problems in the Bay-Delta Estuary related to fish and wildlife, water supply reliability, vulnerability of Delta levees and channels to natural disasters, and water quality. The intent is to develop a comprehensive and balanced plan that addresses all of the

resource problems. This effort will be carried out under the policy direction of CALFED. The public will have a central role in the development of long-term solutions with opportunities to offer input through workshops and other measures. In addition, a group of more than 30 citizen-advisors selected from California's agricultural, environmental, urban, business, fishing, and other interests who have a stake in finding long-term solutions for the problems of the Bay-Delta Estuary has been chartered under the Federal Advisory Committee Act as the Bay-Delta Advisory Council (BDAC). BDAC will provide advice on the program mission, problems to be addressed, and objectives for the CALFED Bay-Delta Program. These citizen advisors will also provide a forum to help ensure public participation, and will review reports and other materials prepared by CALFED Bay-Delta Program staff.

Figure 1 shows the overall organization of the program participants.

Following are brief descriptions of roles of several organizational groups within the CALFED Partnership. These include the CALFED Policy Group, the CALFED Program Staff, and the Bay-Delta Advisory Council (BDAC). The formation of a Public Involvement Advisory Group is also being considered. Organizations outside the CALFED structure such as environmental organizations and water user associations, will also play an important role as information conduits with their constituents. The planned roles are described below.

#### *CALFED Policy Group*

The CALFED Policy Group includes the senior agency officials representing the Federal and State agencies who have signed the Framework Agreement<sup>1</sup> to create CALFED. These officials will be responsible for reviewing program activities and recommendations from staff and the public. They will provide policy direction and oversight of the planning process. These officials will play an important role in establishing the principles and goals of the program and ensuring full consideration of issues and consistency with federal and state regulations and requirements.

#### *CALFED Program Staff*

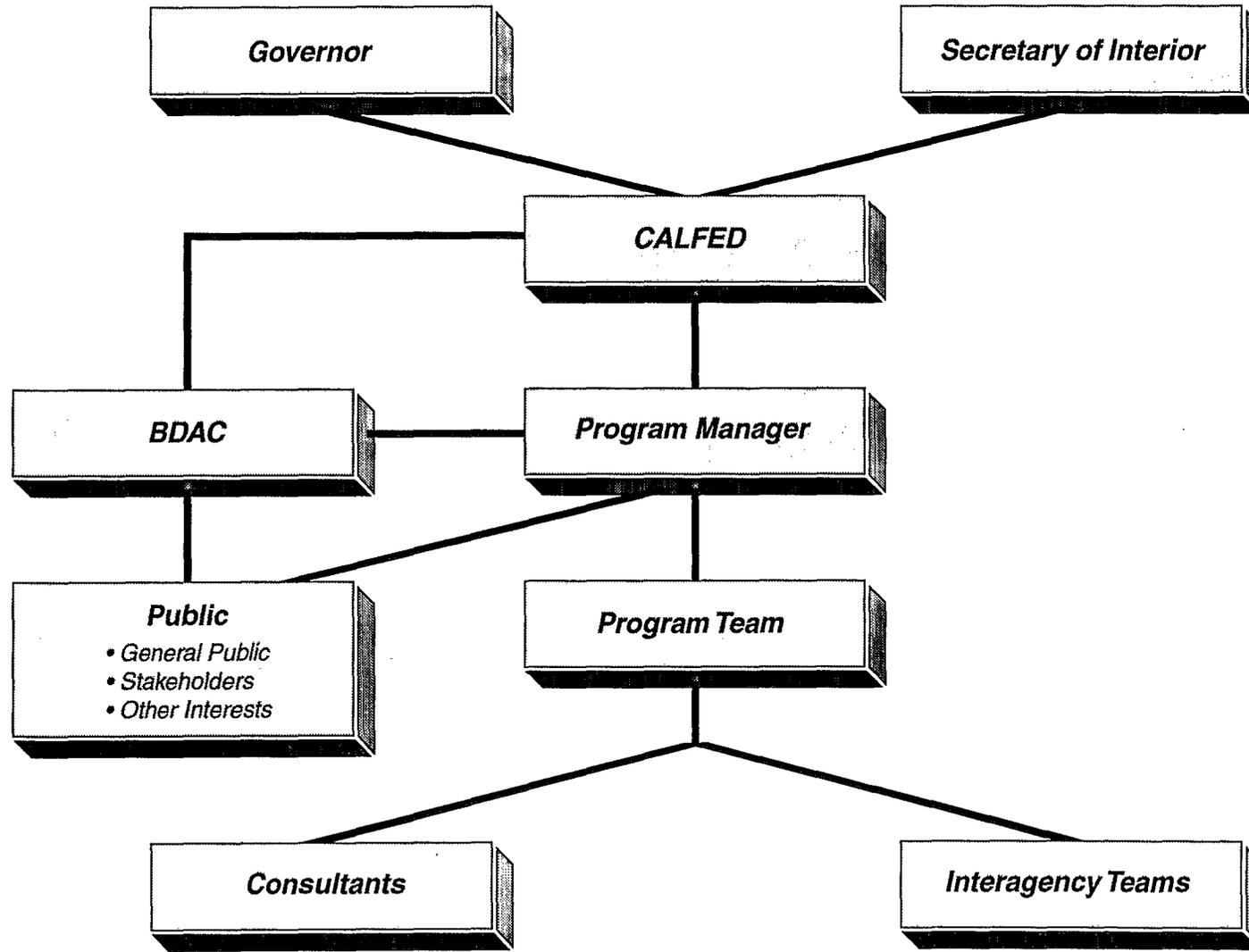
The CALFED Program Staff direct the day-to-day activities of the CALFED Bay-Delta Program, including implementing the planning process, coordinating technical analyses, conducting the public involvement program, administering consultant service contracts, and coordinating with other programs related to the Bay-Delta.

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<sup>1</sup> **Federal Agencies:** U.S. Environmental Protection Agency, Department of Interior (Bureau of Reclamation and Fish & Wildlife Service), Department of Commerce (National Marine Fisheries Service). The Corps of Engineers though not signatory to the Framework Agreement, participate on an "ad hoc" basis in the Policy Group.

**State Agencies:** California Resources Agency, Department of Water Resources, Department of Fish and Game, State Water Resources Control Board, and California Environmental Protection Agency

**Figure 1  
CALFED Bay-Delta Program**



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*Bay-Delta Advisory Council*

The Bay-Delta Advisory Council (BDAC) has been formally established under the Federal Advisory Committee Act to provide advice to the federal and state governments on issues and solutions related to the Bay-Delta. BDAC includes a broad cross section of representatives from environmental, urban, agricultural, business, fishing, and local government interests. BDAC serves as a forum to receive and consider public comments and provide advice to the CALFED Policy Group. BDAC members will assist in communicating key issues to the public and identifying valuable suggestions and important issues to be addressed in the planning process.

*Public Involvement Advisory Group*

The CALFED Program Staff may establish a Public Involvement Advisory Group to provide guidance and direction for the public involvement program. The Advisory Group is expected to include the public involvement officers for each of the CALFED agencies. This group will help identify and develop consistent educational and informational themes and messages and assist the Program Staff in providing simple, direct access to the planning process. The group will also assist in identifying and using available information networks and channels to better reach and hear from people and organizations throughout the state.

*Other Organizations*

Because the Bay-Delta Program has broad reaching benefits and impacts throughout California, other organizations will play a critical role in communicating program activities and soliciting suggestions and concerns. The CALFED Program Staff will attempt to utilize a broad cross section of public and private organizations to disseminate information and solicit suggestions and concerns.

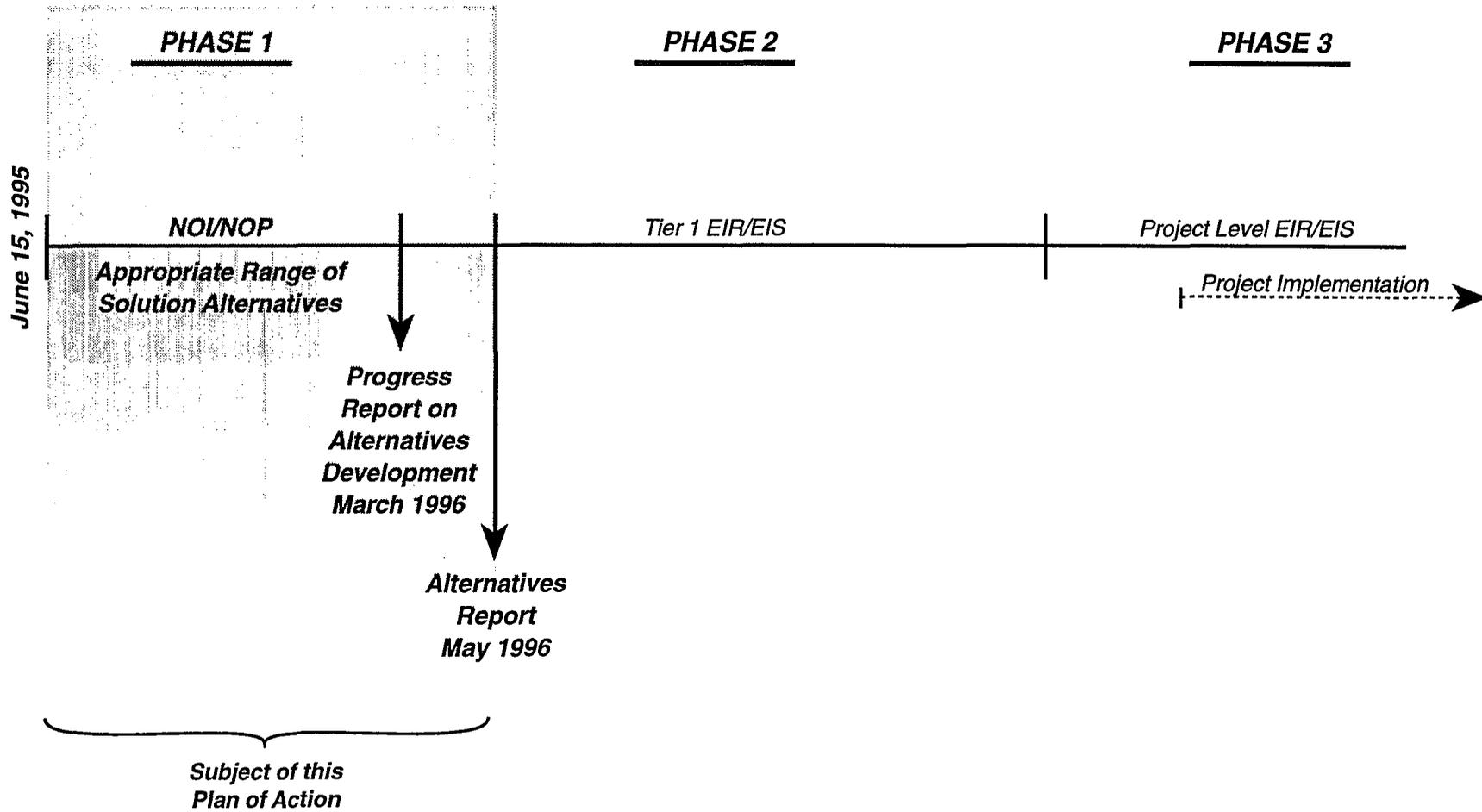
The CALFED Bay-Delta Program will be managed by an interdisciplinary, interagency staff team and will be assisted by technical experts from state and federal agencies as well as consultants. The CALFED Bay-Delta Program will carry out a three-phase process to achieve broad agreement on long-term solutions:

- |         |   |
|---------|---|
| Phase 1 | Clearly define the problems to be addressed and define an appropriate range of alternative solutions; |
| Phase 2 | First-tier CEQA/NEPA documentation identifying likely effects of the alternative solutions;           |
| Phase 3 | Second-tier environmental documentation for individual actions of the preferred alternative.          |

Figure 2 shows a schematic of these three phases of the program. The work tasks addressed in this Plan of Action for Phase 1 of the CALFED Bay-Delta Program are represented by the shaded portion of the figure.

The first phase of work for the CALFED Bay-Delta Program, developing a range of alternatives, will include extensive efforts to obtain public input through workshops and other means, preparation of a Notice of Intent (NOI) and Notice of Preparation (NOP) pursuant to NEPA and CEQA, and public scoping sessions to determine the focus and content of the Phase 2 EIR/EIS. The first phase is scheduled to conclude in early 1996 with the development of a range of alternatives for achieving long-term solutions to the problems of the Bay-Delta Estuary.

**Figure 2  
CALFED Bay-Delta Program  
Schematic Program Schedule**



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## SECTION 2 - ALTERNATIVE FORMULATION

### General Approach

This section describes the general approach to be used by the CALFED Bay-Delta Program team to complete Phase 1 of the Long-Term Solution Finding Process for the Bay-Delta Estuary. Phase 1 will define the problems in the Bay-Delta Estuary, set goals for problem resolution, and will arrive at a set of potential alternative ways for managing the Estuary. These alternatives will be evaluated in the subsequent Phase 2 studies.

The process is designed to develop solutions which address all the problems of the Estuary in a balanced, integrated, and equitable fashion. Rather than develop alternatives which address individual water supply or individual wildlife species problems, the intent is to develop overall strategies which address the Estuary as a whole. This approach recognizes that developing remedies to individual problems may not, in fact, improve the overall condition of the Estuary but rather shift the problem from one area to another. A comprehensive approach will integrate ecological, social and economic issues in designing solutions to protect and enhance the full spectrum of the Bay-Delta Estuary resources and beneficial uses.

Phase 1 activities will rely heavily on the use of existing information and analyses, while remaining open to new ideas. The process is intended to be iterative to consider new ideas, and flexible to adapt to changes in direction. Openness is the central theme of the program, with no preconceived answers, and all views fairly considered.

The process will be assisted by citizen-advisors drawn from California's environmental, agricultural, urban, and other interests. The program will be administered by state and federal agencies (coming together as CALFED) and will ensure maximum opportunities for public involvement.

### Task Overviews

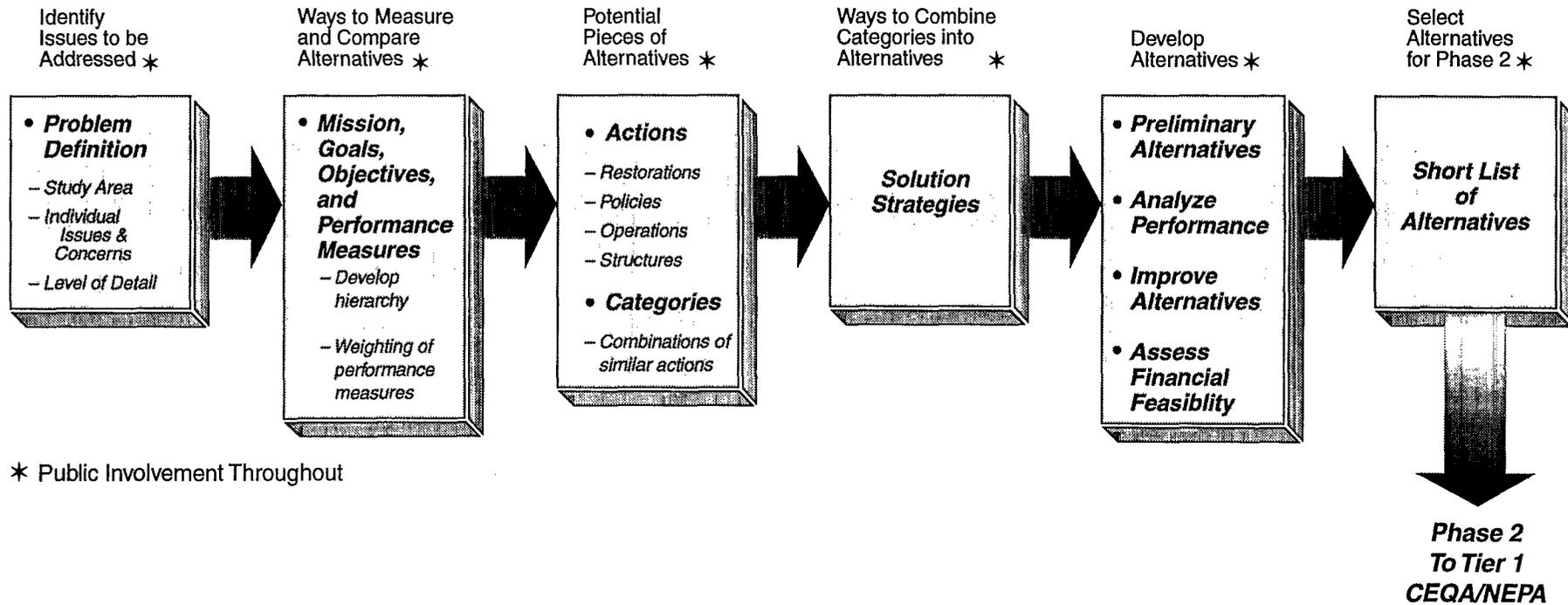
This section presents brief descriptions of the major tasks to be completed to identify the short list of alternatives. A generalized flow chart of the Phase 1 process is shown in Figure 3 and summarized below:

- The process begins with the **Problem Definition** by identifying issues and concerns relating to the Bay-Delta Estuary;
- The Mission Statement, Goals, Objectives, and Performance Measures will be defined to provide the measures of success for alternatives to address the problems in the Bay-Delta Estuary. The performance measures are the criteria for later use in determining the desirability of each alternative;

### Figure 3 CALFED Bay-Delta Program Generalized Phase 1 Flow Chart

Provides Additional Valuable Input and Refinement\*

## CEQA/NEPA SCOPING



\* Public Involvement Throughout

- Potential solutions (**Actions**) to specific problems will be described. These will include various individual restorations, policies, operational changes, and structural improvements that could be grouped later into alternatives to address the overall Bay-Delta Estuary problems. Similar actions for achieving an objective will be grouped into categories;
- A logical way of combining the various individual categories of actions into alternatives is needed. The **Solution Strategies** will provide different governing principles or management approaches to guide combining categories of actions into different alternatives;
- **Preliminary Alternatives** will be developed by choosing groups of categories for each solution strategy. Development of Alternatives will involve several iterative steps which analyze and improve the preliminary alternatives;
- The process will result in a **Short List of Alternatives** including a preliminary no-action alternative (base for comparison of alternatives in later CEQA/NEPA);
- The **CEQA/NEPA Scoping** is a public process for determining significant issues and alternatives to be examined in the EIR/EIS. It will be started prior to the Phase 2 program and will provide another avenue (in addition to the Public Involvement Program described below) for input to the alternative formulation;
- The **Public Involvement Program** is used throughout the Phase 1 program to complement and support the iterative planning approach by making the public active participants in the process.

Each major work task in the alternative formulation process is described briefly below.

### Task 1 - Problem Definition

The problem definition will identify:

- The issues and concerns which need to be addressed in the EIR/EIS;
- The geographic scope (or study area) for these issues, concerns, and potential solutions;
- The level of detail to be considered in the Phase 1 program.

Previous Bay-Delta investigations have identified a variety of problems needing resolution. These existing problem definitions and related statements will be reviewed and used as a foundation for defining the problems that will be addressed in the EIR/EIS. Stakeholder, agency, and public involvement will be used to expand and adjust the problem definitions.

The geographic scope, or study area, will be defined for each identified problem. While the focus of this task is to identify problems within the Bay-Delta Estuary, some problems may

require looking beyond the Estuary for potential solutions. Other problems will only have potential solutions within the Estuary. For example:

- A concern over an Estuary problem such as insufficient fresh water entering the Estuary may require a solution such as a change in reservoir operations which is implemented well outside of the Estuary. While the geographic scope (study area) for the problem remains focused on the input to the Estuary, the resultant geographic scope for the potential solutions may be quite large.
- A concern over insufficient fish screening in the Estuary may have a geographic scope covering only the area of influence of Delta water supply diversions.

The appropriate level of detail for analysis performed during the Phase 1 program will also be defined within the Problem Definition. The purpose is to ensure that the program is not encumbered by examining some issue areas in too great of detail while examining others in too little detail. The level of detail will be defined to be comparable across the various estuary resources and beneficial uses while being manageable considering overall scope and schedule for Phase 1.

The key to the problem definition is developing an orderly process to collect, develop, and document the many issues and concerns for the Estuary so as to provide a basis for problem resolution. This process will be conducted in close coordination with the development of the Goals, Objectives, and Performance Measures (Task 2) as described below.

## **Task 2 - Identify Goals, Objectives, and Performance Measures**

This task will develop a mission statement, goals, and objectives of the CALFED Long-Term Solutions Program. Unlike the more "traditional" goals and objectives, this task will be developed and presented in a "layered" format where the mission and overall goals are supported by objectives, which are supported by sub-objectives, etc. The goals provide a broad view of meeting the program mission. Each additional level of objective and sub-objective becomes more and more specific. As the sub-objectives become very specific, the end result will be a set of performance measures (or criteria). These performance measures will be used later to measure how well each alternative meets the defined objectives of the Program. This layered set of overall goals, objectives, sub-objectives and so on will be organized into an objectives hierarchy. For example:

- A broad objective to correct water quality problems in the Estuary does not provide enough detail for measuring the success of the alternatives.
- To address that deficiency, each broad objective will be supported by more specific sub-objectives. Such a sub-objective for this example could address the need to provide water quality improvements for certain estuary resources or for municipal water intakes.

- Further refinement of the example sub-objective could ultimately result in specific salinity objectives at specific locations. These would be performance measures which would be used later in the process to measure the relative success of the alternatives.

Existing mission statements and other statements related to goals, objectives, purposes, and criteria will be evaluated and used as the foundation for the drafting the objectives hierarchy. Working with stakeholders, agency personnel and the public, the draft objectives hierarchy will be refined until an acceptable hierarchy is settled upon.

It is important that general support for the goals, objectives, and performance measures be developed with the agencies, interest groups, and general public participating in the process. However, it is not imperative that general agreement be achieved on the relative importance of the various performance measures that result from this process. Participating groups will be asked to select their own order of importance or weighting to be applied to the various performance measures. In this way, their own value judgments on importance of issues will be represented in the later development and analysis of alternatives.

This task will be completed in parallel with and as an integral part of the problem definition task. Each issue and concern identified in the Problem Definition will relate to objectives and sub-objectives of the objectives hierarchy. The hierarchy will be refined until each issue and concern identified in the problem definition relates to a corresponding objective or sub-objective.

### **Task 3 - Identify Actions and Categories**

The actions and categories are the building blocks of alternatives. This effort will identify these pieces of alternatives that can be used to address the specific problems in the Estuary:

- An action is a specific facility, standard, or policy that can be used as part of an alternative, e.g. "improve the Tracy Pumping Plant fish screens to a specific standard" or "develop X acres of shaded riverine habitat on the Lower Mokelumne River."
- Similar kinds of actions which complement one another will be grouped into categories, e.g. "improve fish screens in the Estuary for Chinook Salmon" or "provide shaded riverine habitat in the San Joaquin River watershed."

Literally hundreds of individual actions have been identified through previous Bay-Delta investigations. Working with stakeholders, agency personnel, and the public, these actions will be evaluated, refined, and augmented. These actions, aggregated into categories, will serve as the building blocks for alternatives. Several of the categories developed during this stage will fulfill the habitat protection and restoration objectives. These categories will be grouped so that they can be used as building blocks in developing a series of potential alternatives. Similar groupings can also be made to address water supply, water quality, and natural disaster concerns.

Once the building blocks of the alternatives are available, a method is needed to piece them

together into alternatives. The following Task 4 provides the framework for assembling alternatives to address Estuary resources from different points of emphasis.

#### **Task 4 - Identify Solution Strategies**

Development of a broad range of alternatives will help ensure that all feasible approaches to the solution of Estuary resource problems are considered. To facilitate the development of this range of alternatives, several broad solution strategies will be developed to guide the subsequent development of alternatives. The solution strategies will provide a variety of ways to combine the categories of actions into alternatives. Solution strategies will be based on governing principles that represent different emphasis of the interested parties. The intent is to develop strategies that focus on overall improvement of results and value in the Estuary rather than being aligned to specific resources or specific beneficial uses. Examples may include:

- Simulate majority rule -- what if the greatest number of people could effectively decide on a solution?
- Simulate bargaining -- simulate compromises between conflicting interests
- Balance -- develop a range of alternatives that attempt to address all objectives equally
- Condition of Resource -- develop a range of alternatives that improves conditions in each resource area proportionally to the resource area's decline from historic levels

The categories will be bundled in different fashions to meet these and other solution strategies.

#### **Task 5 - Develop Preliminary Alternatives**

Preliminary alternatives will be developed by grouping the categories from Task 3 according to the various solution strategies (from Task 4) and with a view towards performing well on the performance measures established as part of the objectives hierarchy (Task 2). For example, the categories could be assembled into an alternative to simulate a majority rule strategy. In this case, the importance and weighting of the performance measures provided in Task 2 by each stakeholder, agency, and public would provide the basis for the building an alternative that "scores" the highest for most people.

Categories will be assembled into alternatives for each solution strategy. This task may result in 20 - 40 preliminary alternatives.

#### **Task 6 - CEQA/NEPA Scoping**

CEQA/NEPA scoping will start after completion of the draft problem definition, objectives hierarchy, and solution strategies. Scoping is an early and open public process for determining significant issues and alternatives to be examined in the EIR/EIS. Scoping will be conducted

throughout California. Information gathered during scoping will be used to further refine the problem definition, objectives hierarchy, performance measures, and preliminary alternatives.

### **Task 7 - Financial Feasibility**

Alternatives considered in the EIR/EIS must be financially feasible. During Phase 1, alternative financial structures and funding sources will be identified. A draft financial strategy will be developed to cover the range of potential capital and annual costs as well as potential funding sources and cost-sharing agreements. The financial feasibility analysis will be refined as the preliminary alternatives are refined.

### **Task 8 - Analyze Performance of Preliminary Alternatives**

Each alternative will be evaluated for how well it satisfies the objectives defined in the objectives hierarchy. The performance measures and the weights provided by public input in Task 2 provide the basis for these evaluations. The evaluation will look for similarities and tradeoffs that can be made to refine alternatives and reduce the number to a more manageable set. For example, if two alternatives "score" the same in terms of environmental improvement, but have significantly different costs, the more expensive alternative can be eliminated from further consideration. Recognizing that only a rough qualitative evaluation is required, the analysis will be based extensively on existing information, comparisons using spreadsheet analysis, public input, and expert judgment. These may suggest changes or additions to the performance measures themselves.

### **Task 9 - Improve Preliminary Alternatives**

This task provides continuing refinement of the alternatives started in Task 8. Based on the results of the performance analysis, the preliminary alternatives will be improved, retested against the performance measures, and displayed using the performance measure weighting provided by the public involvement participants. Again, some refinement of the performance measures themselves may be found to be merited. Several improvement iterations may be desirable.

### **Task 10 - Identify Short List of Alternatives**

The short list of alternatives (perhaps 3 - 5) including preliminary information on the no-action alternative will be developed and carried forward into Phase 2 (tier 1 EIR/EIS) of the program. This list of alternatives will be the result of a very open and public process. Should additional information become available which suggests a need for further modification to ensure all appropriate alternatives are considered, that information will be considered in refining the short list.

The short list of alternatives will include a no-action alternative and a range of alternatives to be carried into Phase 2 of the program.

## Task 11 - Public Involvement Program

The Bay-Delta long term solution finding process builds on the landmark cooperative accord reached last December (1994) between federal and state agencies and other interest groups. Most groups involved with the Estuary recognize that cooperation and collaboration are the key to developing a realistic and workable solution to managing the Bay-Delta Estuary. Due to the complex nature of the issues being considered, the broad range of involved parties, and the aggressive timetable, effective public involvement activities are critical to the success of this effort.

### *Purpose*

The purpose of the public involvement program will be to create and support a positive environment and a highly productive, efficient working dynamic that allows all participants to cooperatively develop a set of alternatives for managing the Bay-Delta Estuary.

The public involvement program is designed to complement and support the iterative planning approach by focusing on open dialogue and developing shared acceptance and agreement. The program will strive to keep people at the table, hearing each others' perspectives and working toward collaborative decisions. Continued support for expression and review of new and creative ideas will help ensure that the best possible solutions can be identified. As the process continues, each agreement will build upon the previous agreements, resulting in a short list of alternatives with broad support and acceptance.

### *Goals*

The following goals and objectives for the public involvement program help meet the broad purpose of supporting and encouraging collaboration on a short list of alternatives.

- Educating all interested parties about Bay-Delta Estuary issues
- Helping to define and communicate a vision and mission for the planning effort
- Providing important public involvement opportunities as stipulated under public involvement requirements of NEPA, CEQA, FACA<sup>2</sup>, and the State Open Meeting Act.
- Communicating the planning process and progress
- Providing all appropriate parties with timely, accurate and equal access to all necessary information
- Providing opportunities for meaningful and productive involvement by all parties

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<sup>2</sup> National Environmental Policy Act, California Environmental Quality Act, and Federal Advisory Committee Act

- Documenting and responding to comments and proposals
- Fostering acceptance of the planning process and the results

### ***Activities***

Activities are planned throughout the program to ensure that the process continues to move forward on schedule while providing continuous opportunities for public involvement.

The six main components of the public involvement strategy are outlined below.

### ***Bay-Delta Advisory Council***

The Council will serve as a public forum for consideration of comments, suggestions, and issues presented by stakeholders and by the public. The Council will also provide advice to the CALFED Policy Group and the Program Team.

### ***Public Workshops***

Bringing key stakeholders and interest groups together in focused forums to support open dialogue is the key tool for establishing and maintaining a collaborative decisionmaking process. Workshops will provide an opportunity to foster shared understanding, to build productive and positive working relationships, and to ensure that the concerns and values of each set of interests are considered in the alternatives development process. Many important planning and development discussions will occur during these workshops, which will focus on building agreements and moving the process forward toward a set of solutions.

### ***Public Involvement Network***

Because resources for broad public education are limited, a multi-tiered public involvement network will be established to ensure consistent, accurate and appropriate communication to all groups. Network efforts will be coordinated by CALFED Program Staff, and will be implemented in partnership with existing public involvement services of all involved agencies, stakeholder organizations and interest groups. This system will ensure that timely information is distributed to a wide audience through existing channels to support the continued progress of the planning effort. Coordination by CALFED Program Staff will ensure consistency and accuracy of information and messages. Public involvement network tools and activities include newsletters, brochures, editorial briefings, press kits and media events.

### ***Public Meetings***

Periodic large public meetings will be conducted to communicate developments in the process and to gather public input for incorporation into the decisionmaking process. These meetings will allow

for broad review of program activities and continue the focus of collaboration, ownership and shared agreement to keep the process moving forward.

***Program Milestone Announcements***

As specific milestones are reached during the process, full media coverage will be organized to communicate developments to the mass audience. Presenting milestones through the news media will help to ensure widespread realization that the process is moving, and will reinforce the importance of the efforts as newsworthy events working toward the benefit of all Californians.

**SECTION 3 - SCHEDULE AND RESOURCES**

**Phase 1 Schedule**

This section presents the projected program schedule and resource requirements for Phase 1 of the CALFED Bay-Delta Program. The following schedule lists tasks and sub-tasks, depicting in timeline format when each is expected to occur.

Activity ID	Activity Description	Orig Dur	Early Start	Early Finish	1995												1996											
					M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S							
<b>PROBLEM DEFINITION</b>																												
100	Review Existing Problem Statements	22	15JUN95	17JUL95	Review Existing Problem Statements																							
105	Prepare Draft Elements	24	18JUL95	18AUG95	Prepare Draft Elements																							
110	Conduct Workshop on Draft Elements	1	21JUL95	21JUL95	Conduct Workshop on Draft Elements																							
115	Draft Statement & Solicit Review Comments	9	24JUL95	03AUG95	Draft Statement & Solicit Review Comments																							
120	Incorporate Review Comments	5	04AUG95	10AUG95	Incorporate Review Comments																							
125	Facilitate Collaborative Wksp on Problem Statemt	1	11AUG95	11AUG95	Facilitate Collaborative Wksp on Problem Statemt																							
130	Produce Statement	12	14AUG95	29AUG95	Produce Statement																							
<b>GOALS OBJECTIVES &amp; PERFORMANCE MEASURES (GO&amp;PM)</b>																												
135	Review Existing Goals, Obj. & Perf. Measures	22	15JUN95	17JUL95	Review Existing Goals, Obj. & Perf. Measures																							
140	Prepare Draft Elements	24	18JUL95	18AUG95	Prepare Draft Elements																							
145	Conduct 1st Workshop on GO&PM Elements	1	21JUL95	21JUL95	Conduct 1st Workshop on GO&PM Elements																							
150	Draft Statement & Solicit Review Comments	9	24JUL95	03AUG95	Draft Statement & Solicit Review Comments																							
155	Incorporate Review Comments	5	04AUG95	10AUG95	Incorporate Review Comments																							
160	Facilitate Collaborative Wksp on GO&PM	1	11AUG95	11AUG95	Facilitate Collaborative Wksp on GO&PM																							
165	Produce Goals, Obj. & Perf. Measures	12	14AUG95	29AUG95	Produce Goals, Obj. & Perf. Measures																							
<b>CEQA/NEPA SCOPING</b>																												
170	Prepare & Issue Notice of Intent, Preparation	19	25OCT95	20NOV95	Prepare & Issue Notice of Intent, Preparation																							
175	Conduct Public Scoping Meetings	34	27DEC95	13FEB96	Conduct Public Scoping Meetings																							
180	Compile and Analyze Comments	14	14FEB96	05MAR96	Compile and Analyze Comments																							
185	Prepare Scoping Report	12	29FEB96	15MAR96	Prepare Scoping Report																							
<b>PRELIMINARY FINANCIAL FEASIBILITY ANALYSIS</b>																												
186	Preliminary Financial Feasibility Analysis	23	24JUL95*	23AUG95	Preliminary Financial Feasibility Analysis																							
187	Draft Financial Strategies	46	24AUG95	27OCT95	Draft Financial Strategies																							
188	Financial Feasibility of Prelim. Alternatives	23	30OCT95	01DEC95	Financial Feasibility of Prelim. Alternatives																							
189	Financial Analysis of Improvements	23	04DEC95	05JAN96	Financial Analysis of Improvements																							

Project Start 15JUN95  
 Project Finish 02MAY96  
 Data Date 15JUN95  
 Plot Date 21JUN95

Early Bar  
 Progress Bar  
 Critical Activity

CBDP

CALFED BAY-DELTA PROGRAM  
 SCHEDULE

Scheduler: J. Chalfin		Checked	Approved
Date	Revision		





**Resources**

The CALFED Bay-Delta Program includes an Executive Director supported by a joint State/Federal Program Staff composed of about 12 technical, administrative, and support personnel drawn from participating State and Federal agencies. Additional assistance will be provided by staff of the CALFED agencies.

Throughout the process, much of the effort will be carried out by consultants working under the direction of the Program Staff. Hours of work to be performed by consultants in Phase 1 have been estimated.

For the purpose of developing preliminary resource requirements, five labor categories were identified as follows:

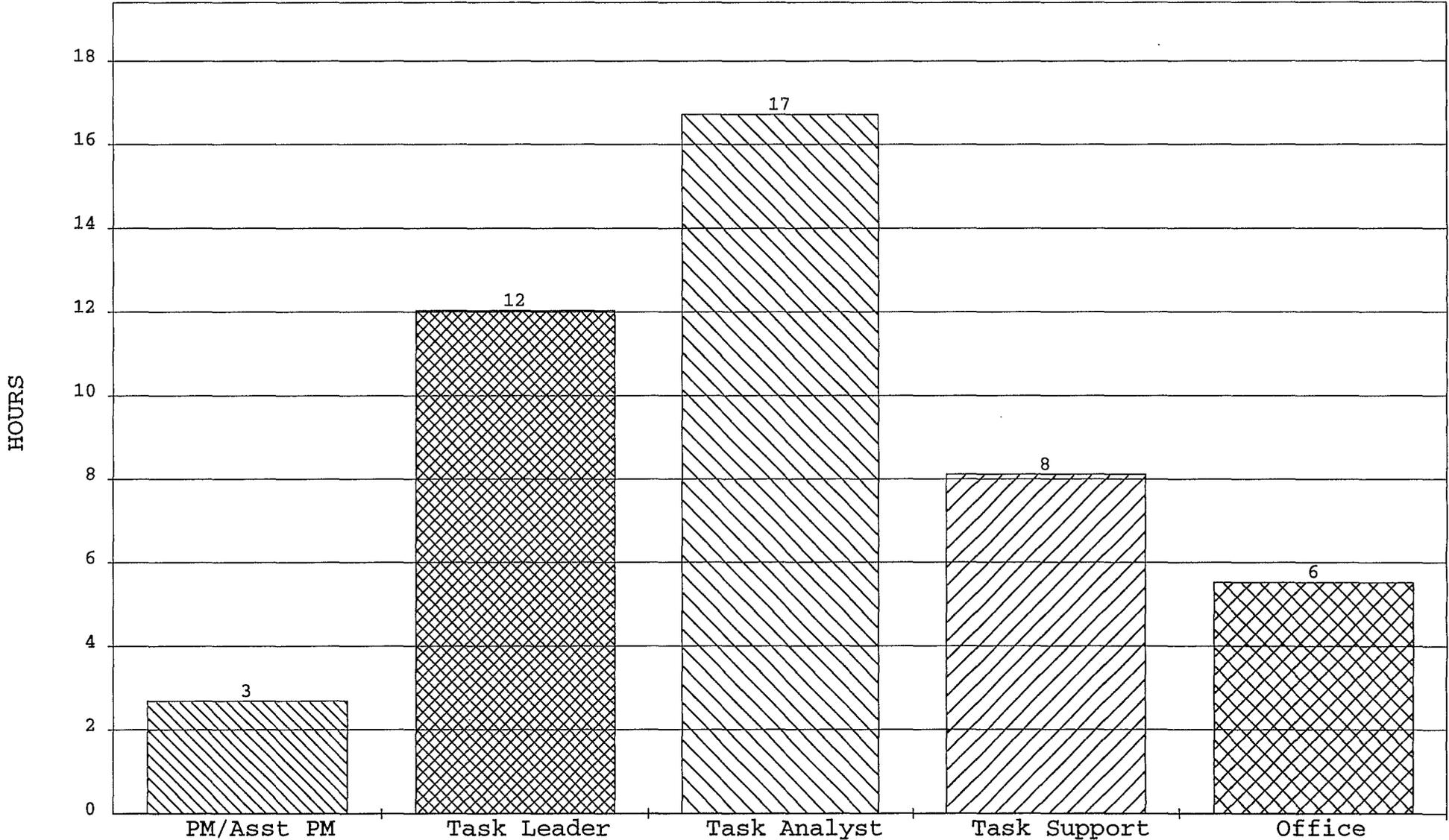
**Classifications**

- Project Manager/Assistant Project Manager
- Task Leader
- Task Analyst
- Task Support
- Office

Estimated consultant staff hours by classification for Phase 1 are shown on the following figures.

# ESTIMATED CONSULTANT STAFF-HOURS

x Thousand



12JUN95 - 10MAY96

Project Start 15JUN95  
 Project Finish 2MAY96  
 Data Date 15JUN95  
 Plot Date 21JUN95

CBDP

## CALFED BAY-DELTA PROGRAM

Sheet 1 of 1

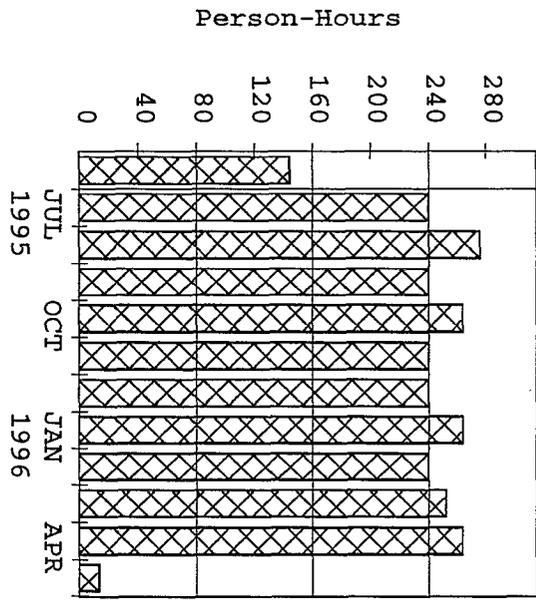
Stacked Bars

### RESOURCES

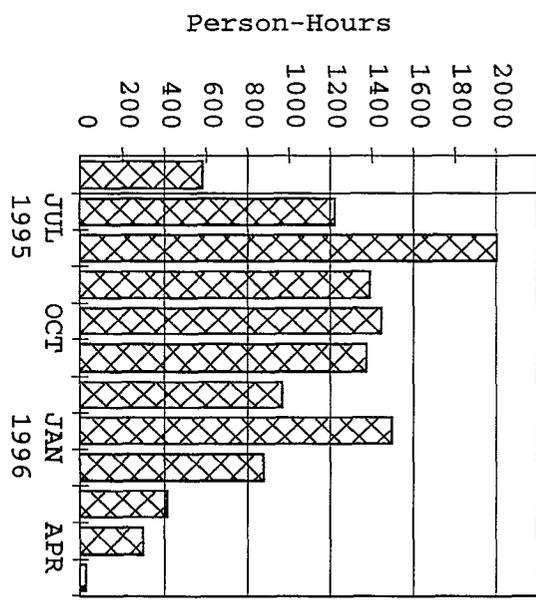
Date	Revision	Checked	Approved

(c) Primavera Systems, Inc.

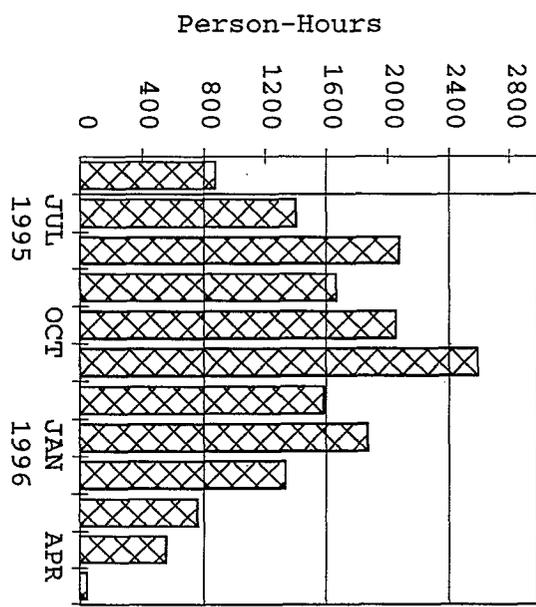
PM/Asst PM



Task Leader

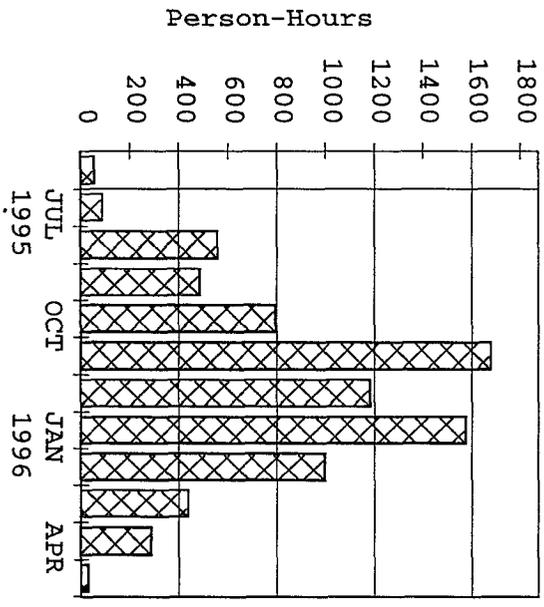


Task Analyst



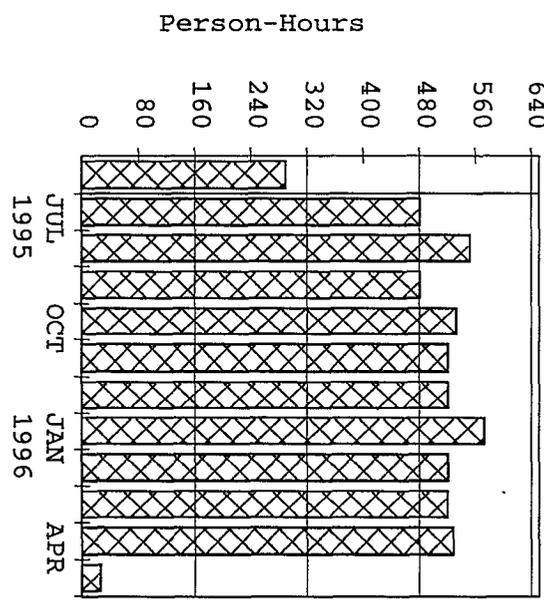
Months

Task Support



Months

Office



Months

Months

Project Start 15JUN95  
 Project Finish 2MAY96  
 Data Date 15JUN95  
 Plot Date 21JUN95

Schedule dates

CALFED BAY-DELTA PROGRAM  
 ESTIMATED CONSULTANT STAFF HRS/MONTH

Sheet 1 of 1

RESOURCES		Checked	Approved
Date	Revision		