



Chapter 2 Governance and Participation

2.1 Introduction

The Santa Barbara County IRWM Region includes a population of over 430,000 residents as of January 1, 2012. The Region spans, 2,745 square miles and includes eight incorporated cities including Carpinteria, Santa Barbara, Goleta, Lompoc, Buellton, Solvang, Guadalupe and Santa Maria. Combined, these cities occupy approximately 70 square miles. In addition to the incorporated areas, the Santa Barbara Region has 21 different and distinct unincorporated communities and tremendous geographical diversity. The Region has five major watersheds and boasts 100 miles of coastline. Elevations range from sea level to the highest peak of Big Pine Mountain at 6,828 feet and there are 215,000 acres of National Forest. The Region utilizes the County jurisdictional boundary to define the regional boundary. The governance structure of the IRWM Region was established in 2006 with a Memorandum of Understanding (MOU). The governance structure includes the following: the Cooperating Partners, the regional water management group; the Steering Committee, a sub-set of the Cooperating Partners; and the Lead Agency (Project Manager), the Santa Barbara County Water Agency, Public Works Department. Stakeholder outreach and participation has been the hallmark of the regional IRWM planning effort for over eight years. Lists of the Cooperating Partners, the Cooperating Partners Steering Committee, and the IRWM Plan 2013 workgroups can be found at the beginning of this document.

2.2 Governance Structure

The governance structure has utilized a series of MOUs as the mechanism of governance. The most recent MOU was signed by all members of the Cooperating Partners in 2012 (see Appendix 2-A). The Cooperating Partners is made up of water and sanitation/sanitary districts, community service districts, city departments, a county department, and a NGO and is the entity responsible for updating the 2007 IRWM Plan.

The Cooperating Partners are led by the Steering Committee which is made up of representatives of many of the Cooperating Partner organizations (see Table 2.1). Workgroups (or ad hoc committees) with guidance from the Steering Committee have performed focused activities and regional studies as part of the Plan update. The governance structure supports a public involvement process, effective decision making, balanced access and opportunity for participation, effective communication (both internal and external), long-term implementation of the IRWM planning, coordination with neighboring IRWM efforts, State agencies, and federal agencies, collaborative processes to establish objectives, and updates and changes to the IRWM Plan.

The governance structure has ensured that the IRWM Plan 2013 is consistent with Sections 10530 – 10546 of the Water Code. The Water Code states that preparation of an IRWM Plan must be guided by a regional water management group comprised of three or more local public agencies, at least two of which have statutory authority over water supply, formed by means of a joint powers agreement, MOU, or other written agreement that is approved by the governing bodies of the local public agencies. Consistent with the IRWMP guidelines, the Santa Barbara Region's Cooperating Partners are all signatories to the 2012 MOU.

The Santa Barbara IRWM Region's governance structure (see Figure 2.1 below) maintains an open and flexible framework that provides for consistency, continuity, and leadership, while also being able to adapt to changes in a responsive and timely way. The structure of governance outlined in the MOU provides for the transfer of Lead

Agency status and responsibilities through different cycles of the program, i.e. IRWM Plan updates, grant applications, Biennial Reviews, etc.

The Santa Barbara County Water Agency has been the Lead Agency since 2005. The provisions that enable smooth transitions are clearly outlined and must be agreed upon by a majority of the Steering Committee and Cooperating Partners of the Region. In addition, the MOU discusses a number of adaptive management strategies to deal with changes within the Region or Plan, whether they are related to regulations, changes in government or Plan, or projects. For example, an adaptive management strategy for incorporating new projects into the Plan is the Biennial Review (see Appendix 2-B for 2012 Biennial Review) which makes it possible to add on new projects without having to do a wholesale update to the Plan. Specifically, the 2007 IRWM Plan describes the implementation of the adaptive management framework as follows:

The IRWMP's overall adaptive management framework will be implemented in the following manner in accordance with the established governance practices described in Section 1:

- 1. IRWMP managers will conduct a Biennial Review and produce a 5-year report summarizing progress made in achieving IRWMP goals, including the tracking of funded projects, modifications to projects, and development of new projects as a result of the plan. The results of the Biennial Review and the 5-year report will be posted on the IRWMP Web site (<http://www.countyofsb.org/pwd/water/irwmp.htm>). The performance of implemented projects will be compared to original project objectives to ensure objectives were met.*
- 2. IRWMP objectives, priorities, and water management strategies will be evaluated during the Biennial Review and modified appropriately. The need to develop different projects to better meet the plan objectives and regional issues will be considered, as will the need to modify existing projects. Projects that may be deleted (for example, because their purpose has been met through another project or because conditions have changed) also will be considered at this time.*
- 3. Minor adjustments to planning assumptions, operations, or actions will be adopted as necessary. If significant changes to the approved IRWMP are found to be required in the Biennial Review or the 5-year IRWMP report, the plan will be revised and submitted for approval by Cooperating Partners as necessary.*



Figure 2.1: Governance Structure

A Biennial Review of the IRWM Plan evaluates the Santa Barbara IRWM Plan’s elements such as objectives, priorities, water management strategies, and project list. Biennial reviews will be completed generally every other year but may be undertaken either earlier or later than every other year. The overall adaptive management framework will be implemented in the following manner in accordance with the established governance practices:

- IRWM Plan managers will conduct a Biennial Review summarizing progress made in achieving goals and development of new projects as a result of the plan. The results of the Biennial Review will be posted on the IRWMP web site (<http://www.countyofsb.org/pwd/water/irwmp.htm>).
- IRWMP regional issues, objectives, water management strategies, and targets will be evaluated during the Biennial Review and modified appropriately. The need to develop different projects to better meet the plan objectives and regional issues will be considered, as will the need to modify existing projects. Projects that may be deleted (for example, because their purpose has been met through another project or because conditions have changed) also will be reconsidered at this time.
- Minor adjustments to planning assumptions, operations, or actions will be adopted as necessary. If significant changes to the approved IRWM Plan are found to be required in the Biennial Review, the plan will be revised and submitted for approval by Cooperating Partners as necessary.

2.2.1 Cooperating Partners

The Cooperating Partners are made up of a broad region-wide group including water and waste water districts, community service districts, city departments, county departments, and an NGO. As indicated, all of the Cooperating

Partners have signed a MOU as required for participation in the IRWM program and process. The MOU commits most of the Cooperating Partners to a financial contribution for supporting the IRWM program costs, which includes staff, consultants, materials, data management, etc. but does not include the cost of regional grant applications. Under some circumstances, financial contribution can be waived and replaced with “in-lieu” contributions upon request to and approval of the Cooperating Partners. Table 2.1 provides a list of the Cooperating Partners and those entities key water management issues.

Table 2.1: Cooperating Partners Key Water Management Issues

Cooperating Partner	Key Water Management Issues
Cities and County Entities	
City of Buellton	Water supply, water treatment, sewer and wastewater treatment, stormwater management, water quality, flood control, water use efficiency, water conservation
City of Carpinteria	Stormwater management ,water quality and flood control
City of Guadalupe	Water supply, water treatment, sewer and wastewater treatment, stormwater management water quality, flood control, water use efficiency, water conservation and salt and nutrient management
City of Goleta	Stormwater management, water quality and flood control
City of Lompoc	Water supply, water treatment, sewer and wastewater treatment, stormwater management, water use efficiency, water conservation and flood control
City Santa Barbara	Water supply, water treatment, sewer and wastewater treatment, stormwater management, water quality, water use efficiency, water conservation and flood control
City of Santa Maria	Water supply, water treatment, sewer and wastewater treatment, stormwater management, water quality, water use efficiency, water conservation, flood control and salt and nutrient management
City of Solvang	Water supply, water treatment, sewer and wastewater treatment, stormwater management, flood control, water use efficiency, water conservation and water quality
County of Santa Barbara – Agricultural Commissioner’s Office	Agricultural water use and water quality
County of Santa Barbara - Parks Department	Recreational water and water quality

Cooperating Partner	Key Water Management Issues
JPAs	
Cachuma Operation and Maintenance Board (COMB)	Water supply
Central Coast Water Authority (CCWA)	Water supply
NGOs	
Heal the Ocean	Water quality
Community Services Districts	
Casmalia Community Services District (Cuyama CSD)	Water supply
Cuyama Community Services District (Casmalia CSD)	Water supply, water treatment, sewer and wastewater treatment, water quality
Vandenberg Village Community Services District (VVCSD)	Water supply, water treatment, sewer and wastewater treatment, water quality, water use efficiency, water conservation and salt and nutrient management
Sanitary Districts	
Carpinteria Sanitary District (CSD)	Wastewater treatment and water quality
Goleta Sanitary District (GSD)	Wastewater treatment and water quality
Goleta West Sanitary District (GWSD)	Wastewater treatment and water quality
Special Districts (Independent & Dependent)	
Cachuma Resource Conservation District (RCD) (Independent)	Agricultural water use and quality, water use efficiency, salt and nutrient management
Laguna County Sanitation District (Dependent)	Wastewater treatment, water quality, salt and nutrient management
Santa Barbara County Water Agency (SBCWA) (Dependent)	Regional water use efficiency and conservation, countywide hydrologic data and development of hydrologic models, countywide groundwater conditions, stormwater, administration of regional water supply projects
Santa Barbara County Flood Control District (SBCWA) (Dependent)	Flood control and stormwater

Cooperating Partner	Key Water Management Issues
Water Districts	
Carpinteria Valley Water District (CVWD)	Water supply, water treatment, water quality. water use efficiency, water conservation
Goleta Water District (GWD)	Water supply, water treatment, water quality. water use efficiency, water conservation
Santa Maria Valley Water Conservation District (SMVWCD)	Water supply, water treatment, water quality. water use efficiency, water conservation
Santa Ynez River Water Conservation District (SYRWCD)	Water supply, water treatment, water quality. water use efficiency, water conservation

2.2.2 Steering Committee

The leadership group of the Cooperating Partners, the Steering Committee, was established in 2009 to provide overall guidance and decision-making for the IRWM process. Any member of the Cooperating Partners may join the Steering Committee at any time by submitting a letter of intent. The composition of the Steering Committee is to be made up of, but not limited to, one of the following at a minimum: two incorporated cities, the Santa Barbara County Water Agency, one joint-power authority (representing at least two special districts, such as water districts, sanitary districts and/or community services districts. Presently, the Steering Committee membership includes four cities, three of which are DACs, one NGO, two special districts, one dependent and one independent, one water district, one wastewater district and one JPA. It should be noted that participation on the Steering Committee is limited to cities, agencies, districts or non-governmental organizations that are members of the Cooperating Partners which presents a barrier to stakeholders regarding participation in a leadership role.

2.2.3 Decision-Making

The MOU is the binding document that provides guidance for the Cooperating Partners and the IRWM program. The MOU outlines the purpose of the program, guiding principles for IRWM planning, the roles and responsibilities of the Lead Agency, Cooperating Partners, Steering Committee, as well as Project Proponents, sub-committees or working groups, and stakeholders. All signatories must read and sign the following set of Principles contained in the MOU. The Principles are a set of mutually agreed upon statements that serve as the foundation of the governance and affirmation of the overall program objectives. The Cooperating Partners have endorsed the following Principles for integrated regional water management planning, which ensures the Region's and the Cooperating Partner's accountability. The regional program must:

1. Be consistent with the State's standards for IRWMPs, as specified in Division 43 of the Public Resources Code and related guidelines, and meet or exceed the expected scoring criteria used by the State in its IRWMP approval process;
2. Establish a process for on-going decision-making among cooperating partners, with inclusive and participatory public involvement to ensure meaningful input;
3. Share the costs of IRWM planning, analysis, coordination, and product development through both monetary contributions and staff time/in-kind services. NGO's, as specified herein, meeting certain time commitment

- requests, will be exempted from the monetary contributions afforded all other members of the Cooperating Partners;
4. Adopt a regional approach which coordinates water planning across jurisdictional boundaries in Santa Barbara County, sets priorities on an IRWM regional basis, and considers issues common to regionally shared watersheds;
 5. Adopt an integrated approach to address the complex inter-relationships across strategies for: water supply, demand management, water quality, source water protection, drought management, flood control, and other water management issues as well as sensitivity to water provision and resources in the context of global climate change;
 6. Consider the State’s “program preferences” (as specified in the California Water Code and implementing legislation) as well as “Statewide priorities” (as specified in the IRWM Guidelines) during the IRWM planning process;
 7. Incorporate an appropriate level of scientific watershed assessment information;
 8. Modify the plan to continue as an informational “roadmap” toward meeting objectives, but not as a regulatory or enforceable mandate;
 9. Recognize the need for a long-term perspective, which includes monitoring of project and plan implementation;
 10. Provide for adaptive management for future revisions to the Plan. Provide for coordination with other IRWM Planning efforts in the Central Coast Hydrologic Region, and
 11. Provide an inclusive process which seeks involvement from, and opportunities to collaborate with, a wide range of interests including the general public, agriculture, environmental groups, watershed groups, wetlands groups, academic institutions, adjacent region representatives, and NGOs.

The Lead Agency is the single point of contact for the IRWM program and is liaison between all entities involved in the program. The Lead Agency must be a Cooperating Partner and can rotate based on need, i.e. the Santa Barbara County Water Agency has typically been the Lead Agency; however, in Round 2 of the Prop 84 Implementation grant application, the Cachuma Resource Conservation District took over the role of Lead Agency. The Lead Agency keeps the Steering Committee and Cooperating Partners apprised of the Principles and makes recommendations to ensure adherence to the Principles. The Lead Agency also ensures the public outreach and opportunities to participate in the Plan development and implementation adequately supported and addressed. This is accomplished by the management of the program through regular emails, phone calls and website updates and well as meetings. Public notices are in major county wide publications at least two weeks in advance of large public meetings. All Cooperating Partners’ meetings are open to the public.

Equal to the Lead Agency, the Steering Committee is the main decision making body in the IRWM structure and the Steering Committee acts as an open forum for the proposal and vetting of ideas. Membership standing within the Steering Committee is at the sole discretion of a simple majority of the Cooperating Partners. Steering Committee members are expected to exercise a high degree of leadership, which may include leading workshops or assisting in the development of documents. The Steering Committee has the authority to recommend or propose actions to the Cooperating Partners, the meetings of which will be the forum to obtain general consensus. Decisions within the Steering Committee will be based on consensus whenever possible, or by a vote of a simple majority of all members

participating in a meeting, each entity that is signatory to the MOU having one vote. Once the Steering Committee has moved on an item and made a recommendation, it will bring items to the Cooperating Partners for their vote.

The Steering Committee's responsibilities include the overall Plan update, specifically development of revised IRWM Plan objectives and criteria for ranking projects. In addition, the Steering Committee reviews all draft sections of the IRWM Plan with the approval of the majority of the Steering Committee required before submitting them to the Cooperating Partners. Input from all Cooperating Partners and stakeholders shall be solicited in the process. Decisions by the Cooperating Partners are based on consensus whenever possible, or by a vote of a simple majority of all members participating in a meeting, with each entity that is signatory to the MOU having one vote. Cooperating Partners shall participate in regular meetings and take part in decisions pertaining to the IRWM planning process, project finances, consultant selection, revision of the IRWM Plan, approval of IRWM Plan sections, approval of projects contained in project grant applications.

A sub-committee or workgroup may be formed or dissolved at the discretion of the Steering Committee or the Cooperating Partners, as activities dictate. The sub-committee shall consist of selected Cooperating Partners, and shall meet periodically to evaluate input from the subcommittees and formulate recommendations for the Cooperating Partners consideration as appropriate to verify direction or resolve disputes. Sub-committees may also be formed to perform specific functions, conduct research, or make recommendations to the Steering Committee and Cooperating Partners. Sub-committees shall consist of a subset of the Cooperating Partners and regional stakeholders. Any Cooperating Partner or stakeholder may join a subcommittee or workgroup by volunteering to do so. Such subcommittees shall provide an open forum for the proposal and vetting of ideas. Sub-committee members are expected to exercise a high degree of leadership, which may include leading workshops or developing documents. Subcommittees may recommend or propose actions to the Steering Committee and Cooperating Partners, the meetings of which will be the forum to obtain general consensus. Decisions within sub-committees will be based on consensus whenever possible, or by a vote of a simple majority of all members participating in a meeting. Final decisions on all funding and project selection issues will be decided by majority vote of the Cooperative Partners.

2.3 Balanced Access and Opportunity for Participation in the IRWM Process

Each entity discussed above from Cooperating Partners to stakeholders has the ability to attend IRWM meetings and make comments on the Plan and sections as well as projects and the project selection process. All meeting notes and materials are available on the IRWM website (<http://www.countyofsb.org/irwmp/irwmp.aspx?id=39052>). The overall composition of the governing body – the Steering Committee - is also quite inclusive and representative of the Region. All the Cooperating Partner meetings and workgroup meetings are open to the public providing any public stakeholder the opportunity to participate in the development of this plan and the implementation of the plan. A forum for public comment is provided at each Cooperating Partners meeting. The two technical plans (South Coast Recycled Water Development Plan and Santa Maria Valley Groundwater Assessment) included in this plan were developed in open meetings with direction from a stakeholder workgroup.

Stakeholders are defined as all interested parties in the Region who are not directly participating in the IRWM process as a Cooperating Partners. The Region has conducted broad outreach to diversify stakeholder participation. Outreach has been initiated to the following categories: (1) wholesale and retail water purveyors, including a local agency, mutual water company, or a water corporation as defined in Section 241 of the Public Utilities Code; (2) wastewater agencies; (3) flood control agencies; (4) municipal and county governments and special districts; (5) electrical corporations, as defined in Section 218 of the Public Utilities Code; (6) Native American tribes that have lands within the region; (7) self-supplied water users, including agricultural, industrial, residential, park districts, school districts, colleges and universities, and others; (8) environmental stewardship organizations, including watershed groups, fishing groups, land conservancies, and environmental groups; (9) community organizations, including landowner organizations, taxpayer groups, and recreational interests; (10) industry organizations

representing agriculture, developers, and other industries appropriate to the region; (11) State, federal, and regional agencies or universities, with specific responsibilities or knowledge within the region; (12) disadvantaged community members and representatives, including environmental justice organizations, neighborhood councils, and social justice organizations; and (13) any other interested groups appropriate to the Region.

Targeted outreach was undertaken with the Santa Ynez Band of Chumash Indians. This was accomplished by phone calls and personal meetings. The Region's representatives made several (four) calls to the Santa Ynez Band of Chumash Indians to set up focused meetings to discuss the update to the Plan and potential projects. While efforts have been focused and consistent and while the Santa Ynez Band of Chumash Indians receive all communications about the meetings, project opportunities, and Plan update, there is not a significant participation or presence from this community.

There has also been significant outreach to disadvantaged communities (DAC) who have not previously been activated in the stakeholder process. The goal of the targeted outreach, particularly to DACs, was not only to effectively identify and outreach to previously untapped communities/other stakeholders, but to also weave them into the IRWM fabric, assist them in developing their own capacities and engage them in an on-going water dialogue regarding their water experiences, challenges, concerns and ideas for solutions to the obstacles facing the region and the State and build significant capacity for carrying the IRWM process forward. Another goal of DAC outreach is to have DAC stakeholders assist the Region in the formative process of priority setting, identification of issues and regional objectives for watershed, sub-region and regional collaboration on projects and to address the issues of water quality, water reliability, efficient water use, environmental stewardship and restoration and climate change.

The methods of outreach included emails, phone calls, publically noticed meetings, frequent updates to the website and presentations about the IRWM at various venues, including water commissions, planning associations, environmental groups and industry organizations among others. IRWM regional representatives also met with many organizations and their representatives face-to-face in order to educate them and engage them in IRWM Plan 2013. This included individual meetings with DAC to discuss project development options on continued participation in the IRWM program. These communities included meetings with the community of New Cuyama and the City of Guadalupe. The City of Guadalupe joined the Steering Committee and participated in the development of a Groundwater Assessment for the Santa Maria Groundwater Basin, Santa Barbara County IRWM Plan 2013.

2.4 Long Term Implementation of the IRWM Plan

It is the overall intent of the governance and management of the Program to provide for the long-term sustainability of the program and the implementation of the IRWM Plan. By creating a water-aware Region and demonstrating the value of IRWM planning and projects through education and outreach, the intent is for long-term support by all interested Cooperating Partners and the public. Sustained on-going outreach in the cases of emails altering entities and interested parties in grant funding and working with land use planning, water planning and environmental planning associations for the education of their members and the larger public creates a greater social infrastructure for the long term implementation of the Plan, its goals, and objectives.

The Santa Barbara Region has also made a concerted effort to reach out to industry organizations which are prominent in the community and have a vested interest in water, i.e. agriculture as well as the Cachuma Resource Conservation District. Further, organizing, holding forums and coordinating with neighboring IRWM Regions on their IRWM programs, potential, areas for collaboration provide for a network of support, knowledge and resource sharing.

From a formal standpoint, the Santa Barbara Region's Memorandum of Understanding (MOU) commits the signatories to participate in, and make a financial and/or service oriented contribution toward, the ongoing process established pursuant to The Safe Drinking Water, Water Quality and Supply, Flood Control, River and Coastal Protection Act (Public Resources Code Section 75001 - 75009) also known as Proposition 84 as well as future

planning and funding opportunities consistent with the Integrated Regional Water Management (IRWM) Act (California Water Code Section 10530 et seq).

The participation of public stakeholders in the IRWM process will be essential to address regional issues and implement all elements of IRWM Plan 2013 including plan objectives, resource management strategies, and projects. The Region understands and is committed to a sustained and robust effort by the Cooperating Partners to engage and re-engage a wide variety of stakeholders. The IRWM process provides an essential forum for regional discussions on key regional issues. The Region's commitment to its Biennial Review will rely on stakeholders to reexamine and update key elements including objectives, resource management strategies, and projects.

2.5 Coordination with Neighboring IRWM Efforts and State and Federal Agencies

Inter-regional coordination occurred as early as 2005 within the funding area and included inter-regional conference calls and meetings to discuss water issues on a large hydrological scale as well as programmatic concerns and water issues. In 2010, the Santa Barbara Region organized a Funding Area meeting that included all regions in the Central Coast IRWM Funding Area as well as DWR. All the IRWM regional representatives attended and discussed funding for Prop 84 Round 1 and potential projects that regions had. Subsequently, the Funding Area representatives had conference calls at semi-regular intervals to discuss IRWM Program developments, project progress and to share ideas on collaboration.

As it relates to federal agencies, both the Ventura County IRWM Region and the Santa Barbara IRWM Region have significant portions of the watersheds that are owned by the National Forest Service. As such, the two regions held a meeting with a Los Padres National Forest representative with many follow-up conference calls with the National Forest Representative and other Cooperating Partners for project development discussions. The Region has coordinated with State agencies including DWR (with both Sacramento staff and southern California regional office representatives) regarding the development of the IRWM Plan 2013, IRWM strategic planning, implementation and planning grant applications, and overall participation in the IRWM process) and the Central Coast Regional Water Quality Control Board (RWQCB) (regarding developing and coordinating projects with the regional Basin Plan, the development of TMDLs, and the development of the Santa Maria Valley Groundwater Assessment. A representative from the RWQCB participated in stakeholder meetings to develop the Santa Maria Valley Groundwater Assessment.

Beginning in earnest in 2009, a series of meetings and conference calls occurred between adjacent IRWM regions, including the Kern County IRWM Region, San Luis Obispo County IRWM Region and the Ventura County IRWM Region. The purpose of these meetings was to discuss the successes and challenges regions we're having, to share resources and to talk about collaboration on potential projects in shared watersheds and groundwater basins. The Ventura County IRWM Region and the Santa Barbara also had a meeting with the Los Padres (LPNF) National Forest Representative and Santa Barbara County has had many follow-up conference calls with the National Forest Representative and other Cooperating Partners (RWMG Members) in the Region for project development discussions. The LPNF has been involved in the IRWM and collaborative.

San Luis Obispo, Santa Barbara and Ventura IRWM regions are presently coordinating on the nexus between IRWM and Water Planning and Land Use Issues. The three regions made an Interregional Presentation to the Channel Counties AEP (Association of Environmental Planners) Board, May 28th 2013.

In addition to updating the stakeholder list, beginning in 2009, a series of meetings and conference calls occurred between adjacent IRWM Regions, including the Kern County IRWM Region, San Luis Obispo County IRWM Region, and the Ventura County IRWM Region. The purpose of these meetings was to discuss the successes and challenges regions were having, to share resources, and to talk about collaboration on potential projects in shared watersheds and groundwater basins. The three regions also followed up with a Letter of Intent that was submitted to DWR and stated a commitment to on-going collaboration and dialogue. Most recently, the three regions have

collaborated on a presentation to the Board of the Channel Counties Chapter of the Association of Environmental Professionals (AEP) on the topic of the nexus between land use and water planning and the IRWM. Moreover, the regions will be holding a half-day workshop with the AEP and the Central Coast Chapter of the American Planning Association (APA) on specific planning issue areas where the IRWM is applicable as well as way in which the IRWM can be operationalized and an informing document in moving forward with many planning efforts. Specific to inter-regional coordination with the Ventura region, they, along with the Santa Barbara Region collaborated on a half-day workshop of climate change and water resources in the context of IRWM in 2011.

2.6 Collaborative Process Used to Establish Plan Objectives

Defining the Objectives for the Plan was a fundamental part of the process in the Update. In order to have the most representation, the Cooperating Partners were asked to form a workgroup or technical advisory committee. The workgroup encouraged public participation and held a series of public meetings over the course of eight months:

- The workgroup had three meetings to methodically identify, define and describe regional issues within the main watersheds.
- The workgroup had two meetings to prioritize and refine the identified issues.
- The workgroup drafted regional and sub-regional Objectives in two meetings.
- The workgroup circulated the Objectives to the Steering Committee and the Cooperating Partners as well as the Project Manager.

In addition to discussing the Objectives, the workgroup was also responsible for drafting targets and resource management strategies for the Plan. This was a process that was distinct, but highly related to Plan's Objectives.

2.7 Interim Changes and Formal Changes to the Plan

Changes and updates to the IRWM Plan 2013 will be made in the future during the scheduled Biennial Review. The biennial reviews will be completed as appendices to the plan and serve as a resource for the next full and formal update to the IRWM Plan 2013. A more complete discussion of the Biennial Review process can be found in section 2.2 Governance Structure above. Biennial Reviews will be available for review by DWR. The Region is not able to anticipate the timing of the next formal update of the plan due to uncertainty regarding funding.

2.8 Updating or Amending the Plan

The update to the current IRWM Plan 2007 has been a long, open, and inclusive process that commenced in December of 2011 with a kick-off meeting that explained the reason for the update, the sections that were being update, the project work plan, and the overall process and timeline. From that point on, the Region has held regular meetings and workgroups have held regular meetings to develop the IRWM Plan sections, focused studies, and to update the goals and objectives of the IRWM Plan.

Workgroups were organized to strategically focus on and craft the various sections of the IRWM Plan 2013. The Steering Committee had oversight of the workgroup and met regularly to review progress, work products, and ensure public participation. Members of the Steering Committee were also members of workgroups which kept the lines of communication open. The workgroups included the Data Management Workgroup, the Climate Change Workgroup, the Objectives, Targets, and Project Prioritization Workgroup, the South Coast Recycled Water Plan Workgroup, and the Santa Maria Valley Salt and Nutrient Workgroup.

Workgroup members were volunteers and usually representatives of Cooperating Partners but some non-Cooperating Partner stakeholders also participated in workgroups. At the first meeting of each workgroup, a chartering session was held to help the group through the process of defining the team. Through chartering, the group identified its vision, purpose, team and individual responsibilities, critical success factors, and operating guidelines. Operating

Guidelines deal with the following: the team’s formal authority and what it may do without and without permission and with areas of shared responsibilities or areas in which team members were expected to initiate action to support others. Each workgroup agreed upon a work plan to guide progress and met regularly for a prescribed period of time. Workgroups gathered information utilizing internal organizational resources and with the assistance of consultants. Work products from each group were vetted within the workgroup, reviewed by the Lead Agency, and the Steering Committee before being released in draft form to the public.

All workgroup meetings were open to the public and the public had the opportunity to interact during meetings and there was a formal period of time during each meeting for public comments. Workgroup meeting locations rotated from the northern, central, and southern sections of the County in order to facilitate participation from throughout the County. However, meetings of the Santa Maria Valley Salt and Nutrient Workgroup were always held in the Santa Maria Valley and meetings of the South Coast Recycled Water Plan Workgroup were always held on the south coast to facilitate maximum participation within the area of focus.

2.9 Effective Communication, both Internal and External, throughout the IRWM Region

It is acknowledged that open, ongoing communication among and between the Project Management, Cooperating Partners and Steering Committee as well as actively engaging stakeholders is critical to the success of the IRWM program. In general, there are two types of communication processes. These are informal and formal.

1. Informal communications consist of e-mail, conversations or phone calls and serve to supplement and enhance formal communications.
2. Formal – There are various types of formal communications. The types and purposes are described below:
 - a) Notice of Intent– A formal “Notice of Intent” (NOI) to prepare and update to the Santa Barbara Region IRWM Plan 2007 in January/February 2012 was published in countywide publications (see Appendix 2-C).
 - b) Public Notices – Public Notices have been posted in countywide publications for the purposes of advertising public meetings and workshops in relation to the Plan and to advertise the release of Draft sections of the Plan for public review and comment (see Appendix 2-D).
 - c) Cooperating Partners, Steering Committee and Workgroup Meeting Notices – Notices are generated and sent out by email to the respective groups in advance of the actual meeting. Meeting Agendas, Meeting Minutes and Materials are posted on the website (<https://www.countyofsb.org/irwmp/>) for public access.
 - d) Notice of Intent – A draft version of the formal “Notice of Intent to Adopt the IRWM Plan 2013” in a public meeting is included in Appendix 2-E. However, the final notice will not be published and the plan will not be adopted until it is approved by DWR. The NOI to adopt the plan in a public meeting should be published in late April or May 2014. It is estimated that the plan will be adopted by all Cooperating Partners around June 2014.

2.10 Stakeholder Outreach and Inter-Regional Coordination

Stakeholder outreach builds sustainable region-wide capacity for carrying out the goals of the State IRWM Program throughout future years so as to achieve all of the Plan objectives and DWR requirements. It is the expressed aim of the Region to knit together a core group of active, engaged regional and sub-regional representatives who are motivated and equipped to meet the formidable challenges involved in planning for increased water reliability, water sustainability, flood management, water quality, water supply, environmental benefits, among others within the context of a rapidly changing climate, increased political pressure and diminishing resources.

Apart from building relationships and capacity, robust stakeholder outreach and engagement facilitates overall assimilation onto a larger water-aware culture that moves beyond traditional alliances to vision a more comprehensive and realistic relation to the watersheds in which we live and the water resources we share. As of the last census count, Santa Barbara County has roughly 430,000 inhabitants, just under half a million, all of whom consume water and all of whom are stakeholders. While it is unrealistic to think the IRWM process could reach all, IRWM planning takes into account each and every one of these people in its encompassing planning process.

Prior to 2009, those entities that made up the Cooperating Partners only included than the statutory agencies required in Proposition language. However, in order to provide for more transparency and a greater breadth of participation, the Santa Barbara County 2010 MOU added language that was much more inclusive in the allowance of other entities to become members of the Cooperating Partners and the governance of the Region. As a result, one of the NGOs, Heal the Ocean, has joined the Steering Committee (governance body).

Further, the general stakeholder outreach list was updated to ensure all email addresses were current and many other categories of stakeholders were included:

- Adjacent IRWM regions not within the Central Coast IRWM Funding Area and other IRWM regions in the Central Coast Funding Area;
- Appropriate State Assembly and Senate members and their staff;
- City Council members and their staff;
- Board of Supervisor members and their staff;
- political organizations and groups;
- US Congressional members and office staff;
- Chambers of commerce;
- Planning associations;
- Utilities and electrical corporations;
- The Los Padres National Forest;
- Private technological innovation companies interested in water resources;
- Wholesale and retail water purveyors, mutual water companies or a water corporation;
- Wastewater agencies, municipal county governments and special districts;
- Native American tribes;
- Self-supplied water users including residential, park districts, school districts, colleges, universities and others;
- Environmental stewardship organizations, including watershed groups, fishing groups, and conservancies and environmental groups;
- Community organizations, including landowner organizations, taxpayer groups and recreation interests;
- Industry organizations representing agriculture, developers and other industries in the region;
- State, federal, regional agencies or universities with specific responsibilities or knowledge within the region, and
- Disadvantaged community members and representatives including environmental justice organizations, neighborhood council and social justice organizations.

After the update of the stakeholder list, the Region initiated a steady process of sending out regular updates regarding the IRWM Program, the update of the plan, progress on projects, meeting notices and opportunities to participate. This effort resulted in dialogue and greater meeting attendance and public interest in the program. Between 2009 and 2012, the Santa Barbara IRWM region held four large public workshops. The focus of these workshops was on the IRWM Program, the successes achieved, the development of Proposition 84 Round 1 Planning and Implementation grant applications, and projects for the Round 2 Implementation grant application. Public workshops were also held region-wide on the Draft and Final IRWM Plans.

The figure below is a pictorial representation of the workgroups and their areas of responsibility for the IRWM Plan 2013.

Figure 2.2: IRWM Plan 2013 Workgroups

