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MAYOR AND CITY COUNCIL

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April 20, 2014

On behalf of the City Council, I am pleased to welcome you as a member of our Water Supply Advisory Committee. This is an important role in our community as we continue to work to solve our water supply challenges. We are committed to finding viable solutions, and your role as our advisor is critical as we make decisions that will impact our City well into the future.

I would like to applaud your dedication in serving our community in a tangible and meaningful way. The City acknowledges that the work of this committee will be difficult and time-consuming, but we are prepared to support and encourage your invaluable work. Included in this binder is a list of contacts that includes City staff members who are ready to assist. The contact information for your co-facilitators is also included, and they will be a great resource to you.

As a member of the nominating committee, I can assure you that you were carefully selected to serve this vital role. Your specialized knowledge, experience, and enthusiasm are required to accomplish this landmark project. I look forward to watching your progress and receiving the results of your efforts.

Best regards,

Lynn Robinson
Mayor



MEMORANDUM

DATE: April 28, 2014

TO: Water Supply Advisory Committee

FROM: Tina Shull, Assistant City Manager

SUBJECT: Official WSAC Website

Welcome to your first meeting! City Manager Martín Bernal and I are excited that the Committee is formed and embarking upon its charge. This tremendously important issue will take much focus and time; we thank you for your dedication to undertaking it.

I write today with an update and preview on an important component of your Committee's public interface: your official website. Some of you may recall that the Water Supply Advisory Committee was established in November 2013 to play a vital role in the City's community engagement process. That is, the Committee is to serve as the focal point of a topical exploration of water issues, which will be wrapped in engagement from the greater community. It was important to staff and the Council that your Committee's work resonate within the community and individuals and sectors participate throughout the process.

A threshold mechanism to encourage this engagement is your Committee's online presence. Staff thought from the beginning that a special, stand-alone website would best serve the community and Committee. We envisioned the site as a one-stop location for information on water. It could contain all of your meeting information (agenda, minutes), and as you proceed with your work, serve as a repository for all the studies, documents and other work products from the Committee. Rather than adding a new page to the City of Santa Cruz's website, we have pursued the establishment and design of an independent website for the Committee.¹ To that end, the City secured the services of a website design firm that specializes in community building and public sector outreach. To date, the firm has been given minimal instruction only, primarily to get the background infrastructure up and running (site hosting, URL, basic wireframe).

We have not provided direction on content. The Council indicated that the Committee was to "participate in creating and reviewing outreach and educational materials."² Accordingly, we are hopeful that the Committee will appoint a website subcommittee, which appears as an option in the draft Charter, to assist the City in this work. We are anxious to get the site up and running with meaningful content by your next meeting.

¹ The interim WSAC webpage resides on the City's website as a placeholder until the official website is launched: www.cityofsantacruz.com/wsac

² November 26, 2013 City Council meeting

Strategies for Water Security

- Rick Longinotti

The following is a list of strategies that I believe merit investigation by the Water Supply Advisory Committee (not necessarily in order of importance).

1. Peak season conservation

In decades past, the City focused on water conservation measures that reduced *indoor* water use. This focus was based at least in part on the idea that outdoor irrigation constitutes discretionary water use that could be scaled back in drought years when water curtailment is required. Outdoor water use was considered a buffer that offered the City the ability to enact curtailment before needing to cut back more essential water uses. Reducing that buffer didn't seem like a good idea.

Currently it has become apparent that a focus on conservation in landscape irrigation has at least two benefits:

- ✓ The less water used in the dry season of normal years, the more water is stored in Loch Lomond (or aquifers) in case of drought the following year.
- ✓ Drought-tolerant landscapes give the system more resilience. When people have invested in plants that need regular watering to survive, it is more difficult to dial back our water use in drought years.

The Water Commission is currently deliberating on the Draft Master Conservation Plan put together by Maddaus Associates. The Plan presents a list of potential conservation measures that have been thoroughly researched as to their estimated savings and cost. The various measures proposed to reduce water consumption in the landscape amount to less than 3% savings from what outdoor consumption would otherwise be in 2030. Here are some areas WSAC can pursue to make more of an impact on reducing water use outdoors.

- **Water pricing:** Currently, dedicated landscape accounts pay at the low Block 2 rates. The City could adopt a water pricing policy that charges more for peak season water use.
- **Climate-appropriate landscape conversion:** The City currently has a turf replacement subsidy. However, the Maddaus report estimates that the program will not result in significant savings. A more ambitious approach is needed to catalyze conversion to climate-appropriate landscapes.

2. **Water-neutral growth policy** (see attachment)

3. **Water transfers between neighboring districts.** (see attachment)

4. Additional "water banking" strategies

The Kennedy/Jenks study performed for the County, *Conjunctive Use and Enhanced Aquifer Recharge Project, Phase One* (2011) lists a variety of aquifer recharge strategies involving water from the San Lorenzo River. Download at

<http://scceh.com/Portals/6/Env Health/water resources/FINAL SCCUP Phase1 Report 082211 small.pdf>

The last page of that study lists the top ten rated strategies for recharging the Santa Margarita Aquifer. What I've referred to as "water transfers" above is on the list as the second strategy, "in-lieu recharge". It would be worth getting a briefing from John Ricker on the other strategies, including the third item on the list: water from Felton Diversion to the Hanson Quarry one mile away, for aquifer recharge.

5. Groundwater on the North Coast

One of the studies leading up to the *Integrated Water Plan* (Fiske, 2003), Fugro and Associates studied the potential of groundwater supplies in various parts of the water service area. Fugro recommended further evaluation of the groundwater potential on the North Coast. The Fugro study is available at the library as part of Carrollo Engineers, *Alternative Water Supply Study* (2000).

G.E. Weber, Geologist, commented on the desal Draft EIR, recommending further study of North Coast groundwater potential.

Ripley Pacific, a water re-use engineering company, commented on the desal Draft EIR, recommending reconsideration of the strategy that was runner-up to desalination in the *Integrated Water Plan*: sending recycled water to North Coast farmers in exchange for groundwater. Both those comment letters are available on the website, <http://www.scwd2desal.org/>. Since the comments aren't that easy to locate, I'd be happy to send them.

Andrew Fisher, hydro-geologist and professor at UCSC would be a great resource for looking at North Coast groundwater.

6. Santa Margarita Aquifer in Live Oak

Fugro Associates recommended drilling wells in the Live Oak area that would be deeper than the overdrafted Purisima Aquifer, reaching the Santa Margarita Aquifer. Fugro noted that there were no existing wells that tapped that source. This strategy was ruled out by the *Integrated Water Plan* (2003). Nevertheless, the Water Department has pursued the Fugro recommendation and now has Beltz Well #12 that draws from the Santa Margarita Aquifer. Completion of a water treatment facility will allow Beltz #12 to come online in 2014. Further evaluation of this source is warranted.

7. Recycled water

The most immediate and cheapest source of recycled water is Scotts Valley tertiary treated water. Thanks to the current Water Department administration, the use of that water for Pasatiempo Golf Course is a priority. Other potential users of that water include the cemetery.

Satellite treatment facilities along the wastewater sewer mains are a possibility. Soquel Creek Water District employed Black & Veatch to investigate satellite treatment for irrigation of Seascape Golf Course. The study found significant potential to reduce groundwater pumping (amounting to about 10% of the District's pumping reduction goal), although at a high price.

8. Recharge Live Oak Wells with water from Graham Hill plant in the rainy season

Water-Neutral Development to Address Growth

-Rick Longinotti

Growth Increases Our Drought Risks

Santa Cruz needs water policies that will allow reasonable growth to continue without increasing demand for water, so we can effectively manage our drought risk. A 2004 City Water Department report put it this way:

“Continuing to provide water to new customers upon request, as is the current practice, may do harm to existing customers by making the potential water shortage situation worse than it would otherwise be.”



The report describes why growth worsens the impact of droughts:

“It is important to note that, even in normal water conditions, three of the four major sources [North Coast streams, San Lorenzo River, Live Oak wells, and Loch Lomond] are presently being utilized at maximum capacity for a significant portion of the year...What this means operationally is that any future increase in seasonal or annual demand for water will be felt through greater and greater withdrawals from Loch Lomond reservoir.”

When a system reaches the limits of its capacity, an additional strain will have an outsized impact—as in the metaphor of the straw that broke the camel’s back.

We Can Grow Without Using More Water

Water-neutral growth allows new development without increasing the total water demand on the system. Water-neutral growth is achieved by implementing a *water demand offset program*, where developers fund conservation retrofits elsewhere in the system to offset the new demand for water created by the development.

A water-demand offset program for new development encourages developers to build new buildings that are highly efficient. Developers can reduce their offset fees when they demonstrate that a building would use less water than current code requirements would otherwise indicate.

This is already working nearby. Inspired by early efforts by East Bay Municipal Utilities and San Luis Obispo County, Soquel Creek Water District has operated a water demand offset program since 2003. This program is an important factor contributing to Soquel Creek District’s projection of a net

decline in water demand of 7% by 2030. The Draft EIR for the desal project estimated that Santa Cruz would experience a net *increase* in water demand of 9% by 2030.

Drought Security Comes First

Soquel Creek District is re-evaluating its water-neutral growth policy and Santa Cruz can learn from their evaluation. Board member, Bruce Daniels, has pointed out the replacing toilets in the District to offset growth has only hastened the achievement of a level of efficiency that would otherwise have been achieved over time with replacement of old plumbing fixtures. Looked at in this way, new development funds short-term savings, but in the long term adds additional demand to the system. The District's severe overdraft indicates that it would have been better to replace toilets to reduce *existing demand* rather than devote this highly cost-effective measure to offset growth.

Similarly, Santa Cruz faces a choice between allocating conservation measures to *reduce water demand by existing customers* or devote those conservation measures to neutralizing growth. The former improves the City's water security during drought, while the latter just preserves the status quo.

We argue that **drought security for existing users ought to be a top priority of City conservation programs**. Every measure that reduces water demand of existing users means more water stored in Loch Lomond in case of drought. Once water demand is on track to achieve the reduced level that is adequate for drought security, our community can afford to commit water for development. If and when new water supplies come online, this prioritization can be revised.

Prioritizing conservation measures to reduce drought curtailment means that a new Conservation Plan would allocate certain conservation measures to go towards water security for existing customers. Those conservation measures that aren't to be funded by existing ratepayers would be available for funding by developers in a water demand offset program.

Summary

The City needs to prevent growth from eroding our drought security by adopting a water-neutral growth policy in which developers fund conservation programs that aren't already funded by ratepayers.

Update on Water Transfers

-Rick Longinotti

On November 4, 2013, County Water Resources Director, John Ricker, made a presentation to the Board of Soquel Creek Water District on the potential of transferring water between the District, Santa Cruz, Scotts Valley and San Lorenzo Valley. Ricker leads a working group with staff from the City of Santa Cruz, Scotts Valley, Soquel Creek and SLV Water Districts. The County used state grant money to evaluate the costs and benefits of this strategy. At the same meeting, the District's water rights attorney answered questions.

Ricker's report concludes that for \$92 million in new pipelines and water treatment, the three districts could be tied together, relying heavily on the San Lorenzo River instead of groundwater during the winter months. The reduced groundwater pumping would allow aquifers to recharge.

Under Ricker's draft plan, Scotts Valley would be first in line to receive winter river water. Ricker commented that this prioritization "is subject to discussion", if "a more severe need" was determined to exist.

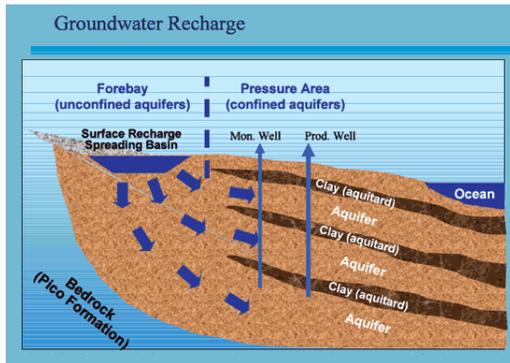
Once Scotts Valley needs are satisfied, Soquel Creek District would receive an average of 1180 acre-ft per year. The District has a goal to reduce their pumping 1300 acre-ft/yr below 2012 pumping levels. So Ricker's solution would get the District a significant way towards its goal.

An important question that Ricker and the District's water rights attorney addressed was "How difficult and time consuming would it be to secure the necessary water rights permission from the state to enable these transfers to take place?" Ricker's response was that water rights permission could be obtained in as little as two years after applying, with temporary water rights permission allowing transfers to take place in the interim. The expert opinion was that the reason water rights applications sometimes take many years to resolve is the objections that are filed by state and federal fisheries agencies. It is clear that the California Department of Fish and Wildlife and the National Marine Fisheries Service would need to approve of the water transfer strategy in order for it to be successful.

The good news is that the agencies are recommending the water transfer strategy, also known as "conjunctive use". In its comment letter on the Draft EIR for the desalination project, NMFS writes, "A comprehensive approach to water use and conservation in central Santa Cruz County (as currently being investigated by the County of Santa Cruz through their Conjunctive Use Program) will result in a project that both improves water supply and promotes recovery of listed salmonids over a much larger area than currently proposed in the City's draft Habitat Conservation Plan. "

Ricker said that the question of how much water would be available to transfer back to Santa Cruz in drought years was still being studied.

Santa Cruz faces the majority of our water supply challenges during the dryer summer months. The demand for water increases while surface flows in our major water source-the San Lorenzo River-begins to slow. The choices and actions that we implement during the wetter times of the year can have significant impacts on our water supply throughout the year. Here are some thoughts, many of which interplay together to achieve water savings and



1) Recharging aquifers

Increasing the amount of water in our aquifers helps to create a banking system for water as well as increasing the height of the water table that allows for better flow in our streams and rivers. Recharge can be achieved by injection and infiltration. Both of which can be utilized in our system.

http://www.santacruzsentinel.com/ci_17963863



2) Reducing stormwater runoff

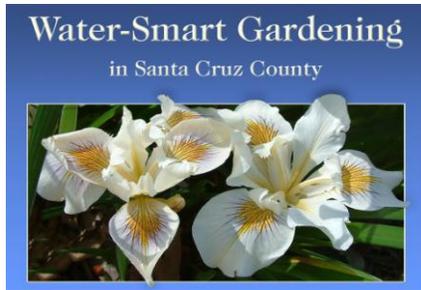
Stormwater management involves improving retention and increasing the amount of permeable surfaces available within a community. These strategies act to recharge aquifers and keep water within landscapes, thus reducing water demand. These strategies also have additional benefits by addressing other issues of concern for Santa Cruz-pollution prevention regulations and water quality issues in the San Lorenzo River and at our local beaches.

Video on stormwater management ideas:

<http://www.waterboards.ca.gov/stormfilm/>. It's 30 minutes but you don't have to watch it all.

Powerpoint: water quality impacts and landscaping ordinances

http://www.water.ca.gov/wateruseefficiency/landscapeordinance/workshop/Bernetsen_SWRCB.pdf



3) Outdoor landscaping choices:

Reducing our water consumption during the height of summer is an important resource for freeing up water when it is needed most. Reducing lawn space and choosing plants that require little to no water help with demand at peak times. New landscaping regulations require <http://www.santacruz.watersavingplants.com>

Low impact development/water saving:

http://www.santacruzsentinel.com/ci_14439120

Low impact development cost savings:

<http://water.epa.gov/polwaste/green/upload/bbfs3cost.pdf>



4) Recycled Water

Updated regulations from the California Department of Health mean that using recycled water for groundwater recharge is a much more feasible solution than it was just a couple of years ago. Upcoming regulations will also address the use of this water for surface water augmentation:

<http://cdph.ca.gov/certlic/drinkingwater/Pages/recycledwater.aspx>

From: Erica Stanojevic <ericast@gmail.com>
Subject: Interests and papers
Date: April 21, 2014 10:30:25 PM PDT
To: Nicholas Dewar <ndewar@ppcollab.com>

Hi Nicholas,

My interests regarding the consultants include:

- 1) Consultants who are not monetarily, or otherwise, connected with developers in the city, because I think water neutral growth (through high quality development) is essential in solving our water problems
- 2) Consultants who understand and are sympathetic toward basic environmental issues, and who understand that healthy ecosystems support a happier and healthier human population as well
- 3) Consultants who are willing to explore options that may seem unrealistic - like foot pedals for sinks, etc. These types options may indeed not be feasible but warrant study

For pages to print, I'd like to include some pages from the CA Coho Salmon Recovery Strategy.

https://www.dfg.ca.gov/fish/documents/SAL_SH/SAL_Coho_Recovery/ReportToCommission_2004/CohoRecoveryStrategy.pdf

If you can include pages

52, Table 2-3, A summary of essential habitat
247 - 248, Section 8.2.6, watershed recommendations specific to our area
97 and 99, Sections 5.2.1.1 and 5.2.1.4 regarding funding possibilities

Let me know if those directions for which pages I mean is unclear.

Thank you,
Erica

**Chamber Water Policy Position Statement,
Proposed April 10, 2014 As Revised April 22, 2014**

BACKGROUND:

The economic viability of Santa Cruz County and the prosperity, health, and safety of its citizens depend on an adequate supply of water, sufficient to meet the needs of our present population and the requirements and opportunities of our future. The County's water infrastructure must be constantly maintained and periodically improved to ensure the system is sufficient to meet current challenges and projected changes in conditions and regulations.

While continuing to emphasize conservation strategies, water use constraints such as rationing are not an adequate solution to our inadequate supply. Such strategies threaten the community's economic vitality, quality of life, and, in extreme drought, the health and safety of residents. Nor can we, as an interdependent, County-wide economy, permit some cities' and water districts' to become an economic drag as a result of insufficient water supplies. Our jobs, tax base, and economic vitality depend upon sufficient water supply in nearby jurisdictions. Strategies must make the most of opportunities for shared solutions and shared investment. Plans that do not meet these requirements cannot be supported by the Chamber and should not be adopted.

CIRCUMSTANCES:

The sources of water in Santa Cruz County have remained essentially unchanged since 1972. Every public water system in Santa Cruz County is plagued with the same problem: inadequate supply.

The urgency of the water shortfall is clear:

- The existing water supply is insufficient to meet the needs of existing users in times of drought, even though present water use throughout the community is about one-half of the average California per capita rate of use.
- The City's 2030 General Plan, adopted in 2013, and the University's Long Range Development Plan provide the ground work for accomplishing their respective missions. Both include a sustained program of water conservation. Both plans also depend on the City to remedy its water shortfall.
- The current water supply shortfall will be exacerbated by new limitations on the quantity of water that may be withdrawn from streambeds during droughts and low-flow periods imposed by state and federal mandates to protect endangered fish populations.
- Continued overdrafting of the Mid-County aquifers (Soquel Creek Water District) has led to seawater intrusion. In response the Soquel Creek Water District has announced its intention to impose mandatory water rationing with a goal of reducing current usage by 35%. In addition their responses to new development proposals make clear the possibility of a moratorium on new water connections within their district. The proposed SCWD2 desalination proposal would address these shortfalls and eliminate the need for water rationing and moratoriums.
- Overdrafting of the South County aquifers is of significant economic concern to the region as the agricultural economy is entirely dependent upon adequate water supplies.
- One impact of climate change is clear: the frequency and severity of droughts on the Central Coast of California has and will continue to increase. This makes current projections of supply relying on historical rainfall data highly suspect and certainly imprudent.

While all regional water agencies are impacted by drought conditions, the City of Santa Cruz Water Department (SCWD), serving some 90,000 customers from Mid-County to Davenport is particularly vulnerable. The District draws nearly all of its supply from local streams and rivers (i.e. rainfall). Under “normal” rainfall conditions, SCWD does have adequate supplies to meet current demand including growth projected by 2030 General Plan and UCSC Long Range Development Plan. However, in times of drought the SCWD faces serious shortfalls which can only be addressed by emergency rationing strategies that have unacceptable consequences.

To varying degrees, water agencies in the County have relied on conservation efforts to stretch available water supply. Conservation measures already implemented by the SCWD and the Soquel Creek Water District have resulted in per capita use figures among the very lowest in the entire State of California.

However, the impressive success in implementing conservation measures significantly limits the community’s ability to respond to further drought emergencies through ever greater reductions in water use. An important element of water policy in this environment is a well-informed electorate that understands the limits of conservation under these conditions. The absence of “excess capacity” jeopardizes the health, safety, well-being and livelihoods of current residents and the economic viability of many businesses.

The Chamber supports any water supply remedy that:

- solves current and foreseeable water supply deficiencies,
- can be implemented and operated at a cost that keeps Santa Cruz County competitive with other areas,
- offers a reasonable probability of addressing future conditions and variables
- can be implemented promptly.

The Chamber believes that the joint seawater desalination facility proposed by the SCWD and the Soquel Creek Water District may meet these conditions. While seawater desalination may be more costly than other supply solutions considered in the past (e.g., new reservoirs), desalination has the advantages of being drought-proof and less likely to be blocked by conflicting state and federal regulations or the water rights of others. Most importantly, desalination offers the best chance of being permitted and constructed in a timely fashion when compared to any other current alternative. Furthermore, the proposed desalination in facility can be economically expanded in the future and/or converted to a waste water reuse treatment facility; this flexibility increases the overall value of investment in the proposed desalination plant.

The Chamber acknowledges the complex environmental, geological, political, financial, legal and technical issues surrounding our water supply, and appreciates the exhaustive long range planning efforts already undertaken by both the Santa Cruz and Soquel Creek water agencies. These agencies are to be commended for their willingness to engage in mutually beneficial collaborative projects. This has been a major investment which should not be squandered.

In summary, current conservation efforts must be accompanied by the development of new water supplies to secure our safety, welfare and commerce.

POSITION STATEMENT:

The Santa Cruz Area Chamber of Commerce supports current and future actions that:

1. Protect and preserve current ground water supplies including steps to prevent, stop, or reverse seawater intrusion.
2. Maintain existing sources including the preservation of surface water rights.
3. Maintain and improve the infrastructure to minimize water loss, protect water quality, and optimize water distribution when economically reasonable.
4. Encourage the conservation and reuse of existing water resources.
5. Encourage cooperation among water districts throughout the County and region including economically and legally-viable water transfer arrangement.
6. Increase the supply of water to:
 - a. Protect water users from the adverse impacts of future droughts,
 - b. Provide sufficient water to stop the overdraft of aquifers and replenish groundwater supplies, and
 - c. Address reasonably foreseeable contingencies, provide appropriate reserve capacity for business and community needs, and accommodate population growth.
 - d. Remove water as a constraint to new, sustainable business investments, jobs, and economic opportunities.
7. Encourage continuation of the collaborative efforts within Santa Cruz County to better integrate water supply and management policies.
8. Continue exploration and development of seawater desalination as proposed by the City of Santa Cruz Water Department and the Soquel Creek Water District in the absence of a proven alternative.
9. Encourage broad, flexible, diverse, and politically feasible approaches across all aspects of public policy to solving water needs, including off stream water storage, finding new underground water sources, and expanding uses for reclaimed and recycled water.

Water Supply Advisory Committee

Meeting May 29 – May 30, 2014

Fellowship Hall, Peace United Church of Christ

Meeting Summary

Use and Meaning of the Meeting Summary:

The Summaries of the Water Supply Advisory Committee are intended to be general summaries of key issues raised and discussed by participants at meetings. The presentation of issues or items discussed is not designed to be totally comprehensive, or reflect the breadth or depth of discussions. However, it is intended to capture the gist of conversations and conclusions.

Where a consensus or other agreement was reached, it will be so noted. Where ideas or comments are from only one or several participants, or where a brainstormed list is presented the content of which was not agreed to by all Committee members, the co-facilitators will to the best of their abilities note these qualifiers. Where the co-facilitators believe that the insertion of additional information would be useful to the group they insert it in this summary and indicate that the insertion comes from them, rather than from the Committee.

An early draft of this summary is sent to Committee Members so that they may provide comments to the co-facilitators and permit the preparation of a more reliable Presentation Draft for review at the Committee's next meeting. If the Members' comments conflict with each other the co-facilitators do their best to resolve the conflict in the Presentation Draft. When Members raise comments about the meeting Summaries, or make other suggestions or comments following meetings that propose changes that are more than "corrections" to the Summaries, the facilitators add these in a section at the end of the meeting Summary captioned "Post Script".

This meeting consisted of two consecutive daily sessions each lasting three hours. Here is a list of the members of the Committee. All members attended both sessions of the meeting. The late arrivals are noted below.

Peter Beckmann, Doug Engfer, David Green Baskin, Suzanne Holt, Dana Jacobson, Charlie Keutmann, Rick Longinotti, Sarah Mansergh, Mark Mesiti-Miller, Greg Pepping, Mike Rotkin, Sid Slatter, Erica Stanojevic, David Stearns.

Late arrival in the first session was Sarah Mansergh and in the second session David Stearns.

First Session, Thursday May 29

Public Comment

- “Standing aside” allowed in the Charter but may be a form of abstention that violates Section 607 of the City Charter.

Facilitator’s note: according to the City Attorney there is no legal requirement for the “no abstention” provision of the City Charter to be extended to all City advisory bodies. Provided that the City Council adopts the Charter of the Committee including the provision for “standing aside” that provision will be allowable and will not violate the City Charter.

- What does “Recon” mean?
- The Committee should pay attention to the work that has already been done on the subject of the City’s water supply.
- The Committee’s meeting packets should be distributed to interested community members.
- Jerry Paul discussed the letter he had previously sent to the Committee.
- Bill Feberling discussed the letter he had previously sent to the Committee

Processes for selecting and managing consultants

Heidi described the process followed by the City to select and manage consultants. She also described how this process was used to select Stratus Consulting. In answer to questions she described why Stratus was selected as the preferred candidate and explained the utility of the economic study that they were originally selected to perform.

Rosemary explained how a consultant such as Stratus can be managed. She explained the way that a scope of work is developed if a consultant has been selected using a Request for Qualifications, and how a contract such as this is closely managed on the basis of specific task orders.

Committee member updates

Members provided the following news of significant communication between them and organizations with significant interest in the development of water policy in Santa Cruz:

The Chamber of Commerce has appointed a sub-committee of its public affairs committee to support the putting in place of systems to support the work of WSAC. Their particular interests are the economic impact of water policy and water policy from a regional perspective.

The Water Commission is moving forward with the master conservation plan and will organize workshops to encourage public participation in the process. The agenda on Monday night June 2 includes presentations explaining what fish need to thrive.

The County Land Trust has discovered that the water rights of the former Cemex property in Davenport were once offered for sale by Cemex to the Trust for Public Land for \$1.2M. TPL was not interested.

Materials resulting from last meeting

By consensus the Committee approved the draft Action Agenda and Summary of the meeting of April 30-May2. They agreed that similar documents should be prepared for every meeting.

Calendar through April 2015

The Committee reviewed the schedule of meeting dates through April 2015 and agreed to it by consensus.

The Committee considered whether the amount of time allowed for each session of the Committee is sufficient and reached a consensus agreement that the meetings should last longer and use the following schedule:

Meetings on Wednesday or Thursday: 5:00 p.m. – 9:30 p.m.

Meetings on Friday: 2:00 p.m. – 6:00 p.m.

Charter Subcommittee recommendations

The Charter Subcommittee presented its recommended Charter to the Committee. The Committee reached consensus on changes to the provisions of Article I as recommended by the Subcommittee and on the removal of Article XI Managing Expert Input in its entirety. The Committee requested that the Charter be reviewed by the City Attorney before submission to the Council for its approval. The Charter, as amended, is attached to this summary.

Facilitator's note: The attached Charter reflects the changes agreed to by the Committee but it has not yet been reviewed by the City Attorney.

Public Comment

The Committee invited public comment about the proposed Charter.

- Better public access to the Committee's meeting packet. Correspondence from the community to the Committee should also be posted.
- Expected public comment after each agenda item.

Recon Overview

Carie led a discussion of the design of the Recon phase. This included discussion of the "Alts Fair" in which many members said they felt that July would be too soon to conduct the Alts Fair.

Public Comment

The Committee invited public comment about the Recon overview.

- Soquel Creek Water District arranged something similar to the Alts Fair and got no actionable input.
- Less substantial input such as the Alts Fair should come after the Committee has considered more substantial information.
- Need to develop criteria before considering alternatives so that you can weigh them all against the same criteria.

Written Evaluation and Wrap Up

Carie asked all participants (Committee members and members of the public) to complete evaluation forms and hand them in.

Second Session, Friday May 30

Public Comment

- Will there be a guest presentation today?
- Committee should be careful of the neutrality of contractors. The City seems to favor desalination over alternatives. Be wary of subcontracting to Kennedy Jenks because of their history. In the past, six of their consultants were members of CalDesal. CalDesal and Kennedy Jenks were significant funders of efforts to defeat Measure T “Voter Approval for the Marin Desalination Plant” that was defeated in November 2010.

Committee member updates

Members asked for an opportunity to add to the member updates of the previous session:

- The owner of the Cemex quarry near Lydell is willing to lease water rights.
- The Water Commission will forward its meeting packets to Committee members if they are interested. All members said that they want to receive the packets.

Criteria for Expert Selection

Committee members requested that the meeting attempt to pick up the discussion about consultant selection where it was left at the last meeting. Consequently there was no further discussion of criteria for expert selection.

Technical Support Consultant

Carie facilitated a discussion about the selection of a technical support consultant for the committee. After substantial deliberation the Committee reached the following consensus, with Peter standing aside:

The Committee will recommend to the Council that the City contract Stratus as its general contractor for technical support of the Committee during the Recon phase only (through approximately the end of November 2014).

The agreement included the following conditions:

- The Committee will be actively engaged with the City and contractor in a partnership approach:
 - Stratus will only engage subcontractors after discussion with the Committee.
 - Scoping and funding of tasks will be developed together
 - Refinement of the consultant task will occur iteratively and together
- The Committee will have an Independent Review Panel that will either be approved by the Council and funded by the City, or will be made up of volunteers.
- The Committee may request the termination of the Stratus contract at any time.
- The Stratus contract terminates at the end of Recon unless the Committee requests that they continue.

Before reaching this consensus the Committee agreed on the following provisions that were described as the “escape clause.”

- Starting in the August Committee meeting, the City and the Committee will initiate a contracting process for a general contractor. The intention is that the new consultant, if needed, would be in place after Recon is over (approximately December 2014).
- This contracting process will be suspended if the Committee agrees to continue with Stratus after Recon is over. (See above.)

- If the Committee does not agree to use Stratus after Recon, or, in the alternative, if the Committee decides at any time that they do not wish to continue to use Stratus, the City will proceed with the alternative contracting process.
- Anyone who is hired to provide technical assistance to the Committee shall reveal their trade organization relationships and lobbying practices relevant to WSAC projects.

Independent Review Panel

Nicholas facilitated a discussion about the creation of an independent review panel (IRP). The Committee invited public comment, but no member of the public wanted to comment on this item.

The Committee considered the list of criteria developed at the last meeting to guide the selection of a consultant and made some modifications to it so that it would be applicable for the selection of members of an IRP. This brief discussion produced the following list that was recognized as needing further development if it is to be useful:

Unbiased
Skillful,
Effective, efficient,
Attentive, reliable,
Available
Has integrity, courage
Uses "communicable" science; understandable and transparent
Has insights into best practices
Easy to contract with
Able to draw on deep bench
Serves the environment
Familiarity with Santa Cruz

The Committee also discussed a paper drafted by Rosemary describing the formation of an IRP. The discussion considered the size of an IRP, the amount of remuneration necessary, the amount of effort expected from the IRP, whether to emphasize the qualities of academics or of consultants and how the Committee would participate in the selection and contracting process. The discussion was cut short for lack of time. The Committee agreed by consensus that an IRP Subcommittee consisting of Rosemary, Mike, Sue, Mark, Sid and Rick will develop a proposal for an RFP or RFQ and a Council Staff Report to be presented to the Committee at its next meeting. The Subcommittee will continue to work closely with the City through the selection and contracting process. The Subcommittee expects to complete its task before the end of August and has a small enough size so that it will not be required to follow the public meeting requirements of the Brown Act.

Website Subcommittee update

The Website Subcommittee reported briefly on their progress. The Committee discussed ways to use the website to receive correspondence directed to the Committee by the public, to show correspondence received and to record Committee responses.

The Committee agreed by consensus that Mike would be responsible for receiving all correspondence directed to the Committee, answering routine and procedural questions and forwarding more complex comments and questions to the full Committee in the monthly meeting package. Complex items that are received by Mike between the date of the meeting package and the meeting itself will be forwarded to Committee members individually as they are received.

Facilitator's note: The appointment of Mike to this task appears to satisfy the requirements of article IV(e)(ii) of the Charter so that Mike will be able to respond to correspondence as a spokesperson of the Committee, and not merely on his own behalf.

Nicholas drew attention to the need for the Committee to decide who will deliver the Committee's report to the Council at their meeting on Tuesday June 24. The Committee agreed to appoint Mike to this task.

Facilitator's note: This report appears to constitute the completion of the Committee's first "Milestone" specified by the Council which is to demonstrate "Agreement on definitions and basic principles of problem, purpose, process, common timelines and work plan."

Agenda for June and July meetings

Nicholas facilitated a discussion of the agenda for the next two meetings. Members described their interests in including various topics during these meetings including:

- The need for a good background/history lesson
- Planning for the Alts Fair
- Setting up the Outreach Subcommittee
- A presentation from John Ricker
- A presentation on supply and demand – this would likely be of popular interest so should be held on Thursday evening
- Develop criteria for the selection of presenters

Facilitator's note: we ran out of time before we could conclude your discussion of this important topic. Below is an outline of the agenda for June as the Co-facilitators currently see it. We believe that this reflects your interests. This agenda will change – perhaps substantially. The times specified are very rough – inserted simply to give an idea of the dimensions of the discussion.

THURSDAY session

5:00 Housekeeping and Public Comment

- Roll Call
- Public Comment
- Committee Member updates
- Agenda Review
- Summary and Action Item Approval
- Committee Work Plan / Gantt Chart

6:00 Stratus Team

- Introduce Stratus Team
- Q&A

6:15 Model for decision making

- Elements of a Decision (How scenarios, alts, criteria etc fit together)
- The Recon Workbook (or Report)
- The Multicriteria Model you may want to use

7:00 Selection of Presenters

- Presenters
- The Glove (Criteria and specific needs)
- What fits the glove?

7:45 Website Subcommittee

- Curated History

8:15 Outreach

- Outreach (City presentation)
- Outreach subcommittee appointment
- Alts Fair Committee direction to Outreach Subcommittee (if this is in fact something you want to do)

8:45 Independent Review Panel

9:20 Wrap-up

9:30 Adjourn

FRIDAY session

2:00 Housekeeping and Public Comment

Roll Call
Public Comment
Committee reflections on the day before

2:15 Correspondence received from public

Rotkin presents on public submissions requiring Committee discussion

2:45 Major topics for discussion

Supply and Demand
Scenarios
More on Criteria

5:15 Planning future agendas

July and August agendas

5:40 Public Comment

5:55 Wrap Up

6:00 Adjourn

Written Evaluation and Wrap Up

Carie asked all participants (Committee members and members of the public) to complete evaluation forms and hand them in.

Santa Cruz Water Supply Advisory Committee

CHARTER

Approved by the Committee

May 28th, 2014

Approved by the Santa Cruz Council ____

Article I. Purpose of Committee

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Article II. Authority and Establishment of the Committee

The Committee was established by Santa Cruz City Council by resolution on November 26, 2013 and was sworn in and seated on or before April 30 2014. The Committee is subject to the Brown Act and all other applicable law. The Committee is established for 12 months from the time of the first meeting, with extensions allowed with Council approval.

Article III. Organization of the Committee

(a) Committee Composition

(i) The Committee starts work with the following fourteen members:

Peter Beckmann
Doug Engfer
David Green Baskin
Suzanne Holt
Dana Jacobson
Charlie Keutmann
Rick Longinotti
Sarah Mansergh
Mark Mesiti-Miller
Greg Pepping
Mike Rotkin
Sid Slatter
Erica Stanojevic
David Stearns

(b) Committee may add members

The Committee may propose to the Council the addition of Committee Members.

(c) Committee member withdrawal

Members may withdraw from the Committee at any time by providing a letter of resignation to the Council, with copies to the facilitators to be distributed to the other Members

(d) Director of the Water Department as ex-officio member

The Committee appointed the Director of the Water Department (or her designee) as a supporting Committee member. Her role is to support the Committee as they seek consensus, but not to advocate for any particular outcome. She will not vote.

(e) Chair and Co-Chair

The Committee may establish Committee members as Chair and co-Chair. Their responsibilities will be determined by the Committee.

(f) Quorum

A meeting of the Committee will be considered to have sufficient members present for it to function if there are at least 10 members at the meeting.

Article IV. Roles and Communications

(a) Committee-City Council

- (i) The Committee appreciates if Council members would not speak or actively participate in Committee meetings unless input is specifically requested by the Committee.
- (ii) The Committee will communicate with the City Council by letter or written report which may be accompanied by an oral communication as authorized by the Committee.
- (iii) Reasons for the Committee to report to the Council include
 - 1) *It reaches predetermined Milestones;*
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 - 3) *It wishes to add new Members(s);*

- 4) *Individual Committee Members may communicate personally with Council members, within the constraints of the Brown Act. Individual Committee Members who communicate personally with Council members will only do so on their own behalf. They will not represent the Committee.*

(b) Committee-Other Entities with Significant Interests in Water Policy

Members recognize that other entities in Santa Cruz such as business and professional organizations, academic institutions, environmental organizations, or civic organizations have significant interest in the development of water policy in Santa Cruz. They also recognize that trust and collaboration among Members will be fostered and supported by adopting an open communication policy with regard to these institutions. So Members will keep the Committee up to date on significant communications between them and these institutions.

(c) Facilitators

(i) Work for the Committee

The co-facilitators' primary responsibility is to the Committee and to the productive pursuit of its purpose. They:

- 1) *Design, prepare for, facilitate and record the Committee's meetings;*
- 2) *Liaise on behalf of the Committee with City staff members and with technical experts;*
- 3) *Work with Members to mediate resolutions to disputes that may arise and*
- 4) *Assist Members in their public outreach, as requested and within budget limitations.*

(ii) Facilitators shall not:

- 1) *Communicate with the media nor engage in discussions of this topic on social media except as requested by the Committee.*
- 2) *Communicate with Council members except as requested by the Committee, the Council, or to meet other legal obligation;*

(d) Committee Member - Committee Members

- (i) Collaboration with an open outlook: Members will at all times keep to their commitment to the City that they will participate collaboratively and maintain an outlook that is open to new information and new outcomes.
- (ii) Members understand that in order to collaborate effectively in the Committee it will be important to communicate with stakeholder groups that they influence in ways that are consistent with the collaborative ideals of the Committee. Members should encourage stakeholder whom they influence to adopt similarly collaborative behavior as appropriate during the months that the Committee is working.

(e) Committee-Public

- (i) Members are encouraged to fully engage with the public to describe their experience as Members of the Committee, the information that they have learned, any changes to their perspectives, et cetera.
- (ii) Unless they have been appointed a spokesperson for a specific task, Members will always make it clear when they speak or write in public that they speak for themselves, and not as a spokesperson for the Committee
- (iii) Members who are relied upon by any stakeholder groups as their representative on the committee will identify those groups to the Committee and describe the nature of their relationship to those groups.
- (iv) Members respect the time that their fellow-members have committed to the meetings of the Committee, and will make every effort, both before, during and after meetings, to ensure that any members of the public, who are members of stakeholder groups that they influence, will participate in meetings with the same collaborative spirit as the Members of the Committee, and will not disrupt the Committee's meetings and delay its work.

(f) City Staff

City staff shall:

- (i) Support the Committee’s work by ensuring that appropriate resources are made available to the Committee in a timely manner.
- (ii) Strive to be clear about the level of collaboration they understand to be appropriate in a given instance: Inform, Consult, Involve or Collaborate.
- (iii) Engage in the same level of collaborative participation as specified for the Committee members.

Article V. Work Plan

(a) The Committee will agree on a work plan. This will include an early agreement about the form of the work product.

(b) Milestones

- (i) At significant points in the completion of the work plan the Committee will prepare and submit to Council Milestone reports. It is initially anticipated that Milestone reports will be filed when the following achievements are reached:
 - 1) *Agreement on definitions and basic principles of problem, purpose, process, common timelines and work plan*
 - 2) *Achievement of an advanced understanding of the City’s water supply profile, including historical and predicted hydrologic cycles, water production and delivery, regional concerns such as saltwater intrusion, climate change threats, demands, conservation and environmental and regulatory considerations.*
 - 3) *Agreement on clear criteria for what constitutes a viable water supply solution.*
 - 4) *Exploration of a broad array of potential solutions. and*
 - 5) *Development of recommendations for City Council consideration.*

- (ii) Any changes to these milestones agreed to by the Committee will be recommended to the Council for its approval.

Article VI. *Decision-making process.*

(a) General Decision Process

The Committee’s decision-making processes will differ from the Council or City Commissions in that it is intended to reach consensus through a collaborative process. (See glossary.)Therefore, the Committee will use this hierarchy of decision tools:

- (i) The preferred decision tool is for the Committee to arrive at a “sense of the meeting.”
- (ii) Consensus is highly desirable.
- (iii) Informal voting may only be used to explore the decision space.
- (iv) Formal voting may be used as a fall-back when consensus fails as long as there is consensus that a vote should take place. The voting shall be by a supermajority of 10.

Article VII. Subcommittees

When the Committee establishes a subcommittee it shall give them a clear charge, duration and a scope of responsibility as well as external communication parameters. The Committee may agree to form subcommittees to fulfill specific roles or to complete specific tasks during the time between the normal meetings of the Committee. These meetings may be facilitated if the budget allows.

(a) Standing Subcommittees

Standing Subcommittees are expected to last more than 6 months and are subject to the Brown Act.

(b) Temporary Subcommittees

Temporary Subcommittees last fewer than 6 months. These will not normally be subject to the public access provisions of the Brown Act. Therefore, provisions to be made for public access to such a subcommittee shall be determined by the Committee at the time the subcommittee is formed

Article VIII. Committee Dissolution:

- (a) A super-majority of 10 votes may recommend to the Council that it dissolve the Committee. However, when they do so, they must**
- (i) appoint a spokesperson to describe the dissolution to the Council and
 - (ii) provide the spokesperson with guidance and
 - (iii) prepare a report about the reasons for the dissolution and a summary of areas of agreement and disagreement
- (b) Committee Members agree that, to the extent possible, any Committee dissolution will "fail forward"--leave the City in a better condition than it was before. Examples of improved condition may include:**
- (i) issues will be more clearly articulated,
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Article IX. Meeting Procedures

- (a) Committee Meetings will occur monthly, usually in two or three sessions on Wed evening Thursday evening and/or Friday afternoon, towards the end of each month.**
- (i) Committee members may miss no more than 3 meetings per year. If they miss more than 3 meetings per year, they forfeit their membership.
 - (ii) Committee members who cannot attend should notify the facilitators in advance.
 - (iii) Committee members who have a conflict of interest shall recuse themselves from the discussion and decision on the issue with respect to which they have a conflict.

(b) The meeting times shall be posted on the Committee's website

(c) Facilitators will coordinate meeting materials

- (i) including the agenda, presenters' powerpoints, etc.
- (ii) and will ensure that these materials are posted on the Committee website and that an e-mail containing links to those documents will be sent to Members at least a week in advance, except in extraordinary circumstances.
- (iii) With respect to Summaries , they will be prepared according to this example, where meeting A occurs in April and Meeting M occurs in May:
 - 1) *Draft Summary for meeting A will be prepared by the facilitators and posted with an email distributed to Committee Members within one week of that meeting.*
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Each session will include an opportunity for public comment regarding water-related matters. The Committee will also provide an opportunity for public input before major decisions are made.

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(a) Outreach Materials and Outreach Plan

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Article XI. Resolving Contention

- (a) **Committee members will use the collaborative approach expressed throughout this charter in resolving contention, for instance by inviting informal dialog with other Committee members.**
- (b) **Once these methods have been exhausted, any Member may invoke the resolution provisions at any time, by notifying one of the facilitators. Once the resolution provision is invoked it must proceed promptly to resolution. The discussion will be facilitated.**

Glossary

Action only minutes: these are the minutes that show the actual decisions and forward actions.

Consensus: consent of all the parties. Consensus can include “standing aside,” in which one or more parties can say “I am not going to block this, but I am willing to let it go. However, I want my non-agreement to be noted.”

Decision space: The Decision Space is the range of options available to the members of the committee. The decision space may be constrained by the council, the law, budget limitations etc.

Ex officio: An ex officio member is a member of a body (a board, committee, council, etc.) who is part of it by virtue of holding another office. The term is Latin, meaning literally "from the office", and the sense intended is "by right of office." That means that if the person leaves the office, the position on the committee is filled by the next person who occupies that office. Often, ex officio members sit at the table but don't vote. In the case of consensus, the ex officio member will support the Committee-members search for consensus but will not advocate for a particular option.

Sense of the Meeting: After discussing an issue, often at some length, there is a palpable feeling in the room that a wise and stable decision has been reached the facilitator will confirm with the group that a sense of the meeting has been achieved.

Santa Cruz Water Supply Advisory Committee

CHARTER

Approved by the Committee

May 28th, 2014

Approved by the Santa Cruz Council ____

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Glossary

Action only minutes: these are the minutes that show the actual decisions and forward actions.

Consensus: consent of all the parties. Consensus can include “standing aside,” in which one or more parties can say “I am not going to block this, but I am willing to let it go. However, I want my non-agreement to be noted.”

Decision space: The Decision Space is the range of options available to the members of the committee. The decision space may be constrained by the council, the law, budget limitations etc.

Ex officio: An ex officio member is a member of a body (a board, committee, council, etc.) who is part of it by virtue of holding another office. The term is Latin, meaning literally "from the office", and the sense intended is "by right of office." That means that if the person leaves the office, the position on the committee is filled by the next person who occupies that office. Often, ex officio members sit at the table but don't vote. In the case of consensus, the ex officio member will support the Committee-members search for consensus but will not advocate for a particular option.

Sense of the Meeting: After discussing an issue, often at some length, there is a palpable feeling in the room that a wise and stable decision has been reached the facilitator will confirm with the group that a sense of the meeting has been achieved.

The Workplan: Option A, Option B, Something Else?

In the Process Design meeting, we will ask you to choose between Option A and Option B--or some other option you craft--as the basis for the work plan. This brief paper gives an overview of the Options.

Option A (see attachment "Option A Figure 1")¹ shows a traditional--and very effective-- sequence for planning and problem solving: education followed by agreement on criteria and alternatives. Next, the alternatives need to be evaluated: how well will they fulfill the criteria? Then, tacitly or explicitly, in choosing among alternatives each participant will be figuring out how much each criterion matters relative to the other criteria.

The great advantage of Option A is that it is familiar and uncomplicated.

Using A as the point of comparison and looking at the attachment "Option B Figure 2", you can see these features of Option B:

- Education is part of each meeting rather than front-loaded. Each meeting has a learn/do rhythm;
- In the first 4 meetings (the first four after process design) you do a quick and coarse run-through of the entire planning series, constructing an entire decision model but not trying to actually choose a preferred alternative (we call this the 'Recon'). Then you take a breath and do the entire cycle for real (we call this the 'Real Deal'). The main advantages are:
 - Since water supply in Santa Cruz is a complex problem, you will constantly run into "which is the cart and which is the horse?" issues. In Option B you toss it all up on the board without worrying too much and *then* you sort out carts and horses;
 - Once you get to the end of Recon you will have constructed a big, rickety hypothesis that is complete enough for people to see in its entirety but loose enough that they don't need to get positional about it. This is good for collaborative exploration.
 - Managing your Tech Support experts so that you get the information that you need when it is useful to you is one of the biggest challenges for this committee. The Recon gives you tremendous leverage over the experts' scope of work.

As well as prioritizing, we envision that you would engage with the researchers/consultants in the Recon phase to help determine what scales should be used. (See the text box below if you want more information on the importance of scales.)

¹ The timelines used in the attached figures are already out-of-date. We know! Even without updating them they will show you what we mean by Option A and B

Options A and B would take about the same amount of time.

If you choose Option B, at the end of Recon you may use multi-criteria decision support or some other decision tool to *play* with the decision model and gauge its strengths and weaknesses, and this in turn would inform your prioritization. We mean "play" very seriously. The thing to remember about multi-criteria is this: **we do not recommend it for *making decisions***, we recommend it for exploring the decision space and for communication about your decision.

Importance of Scales

As a Committee, you could say "if we have to choose between Option A and B (or some other Option we come up with), and if multi-criteria is a logical add-on to Option B, then we want to know more about multi-criteria now." And then of course we would give you a little presentation. Our advice, however, since this is a process design meeting and multi-criteria kind of gets down in the nitty-gritty, is that you choose between Option A and B based on the way the timing, the rhythm of education and the management of Tech Support appeal to you. Then, if you like Option B, decide at the next meeting whether you want the multi-criteria add-on or not.

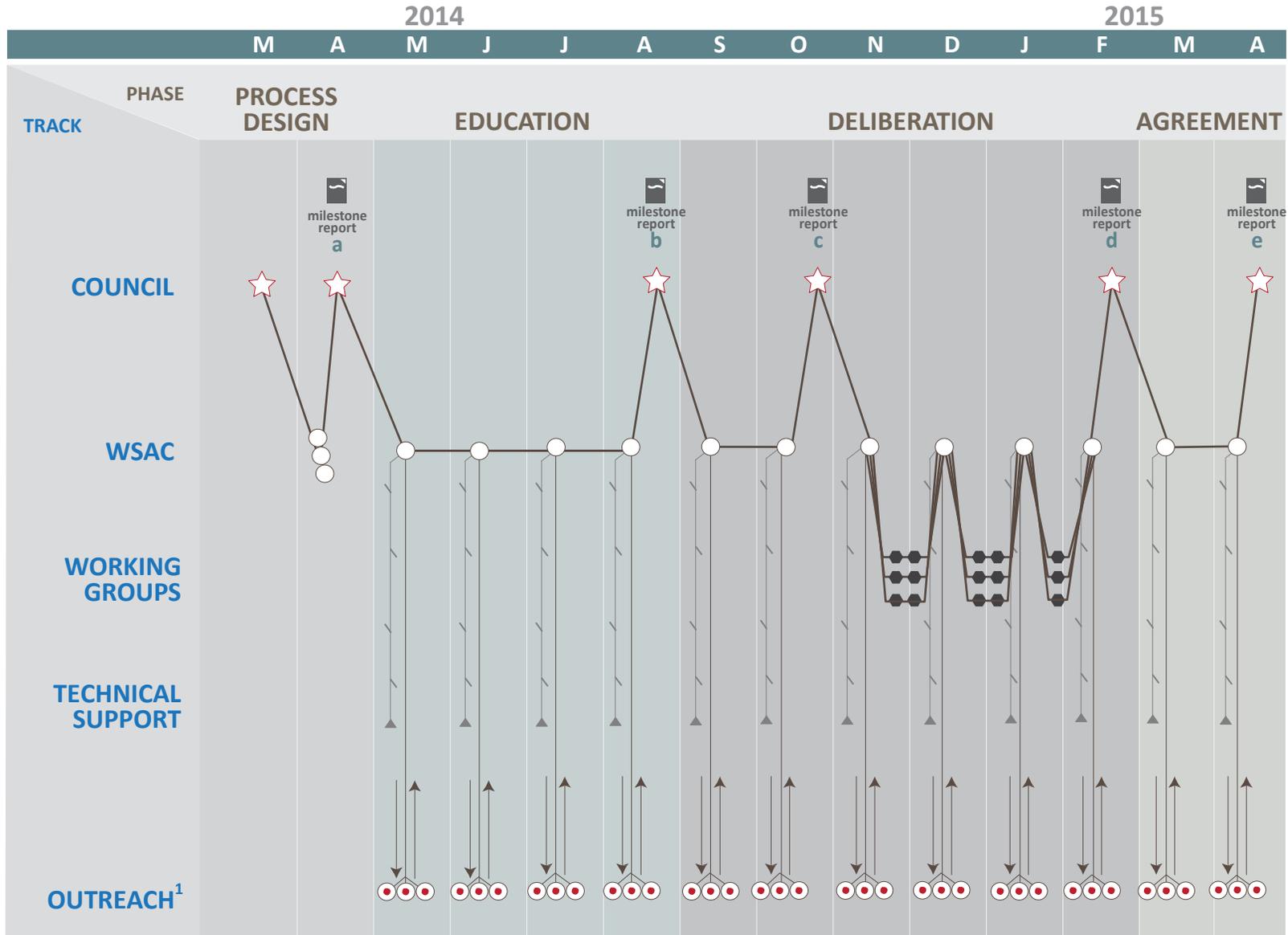
Imagine that you were on an advisory committee for managing a reservoir and one of your criteria was *increase recreation*. That means that when you choose among alternative management strategies, one question you will want to ask is "how well does each alternative rate for increasing recreation?" Instead of abdicating to your Tech Support experts to provide their answer to this question, it is more useful if you can figure out, together with the expert, what scales you would use to rate each alternative's impact on recreation, and then ask the experts to answer the question using those scales.

For example, do you want them to estimate how many individuals will use the reservoir every year? How many groups? How many new people? How many visits? That discussion alone is a very rich one for the committee, because it unpacks what matters to you about recreation (and that gets you to your interests, which is always a good thing in negotiation). But it is also a good thing for managing Tech Support experts, because it means they are more likely to give you what you want. It is even better if the experts are part of that initial discussion, because they can tell you how well they can estimate a particular scale within your budget and timeframe, and what assumptions and uncertainty are implicit in that scale.

Check out the schematics for Options A and B, on the next pages.

Option A

Figure 1: Timeline for Option A showing milestones and the number of relevant meetings of the WSAC and WSAC Working Groups, communication with Technical Support and outreach efforts by WSAC members.

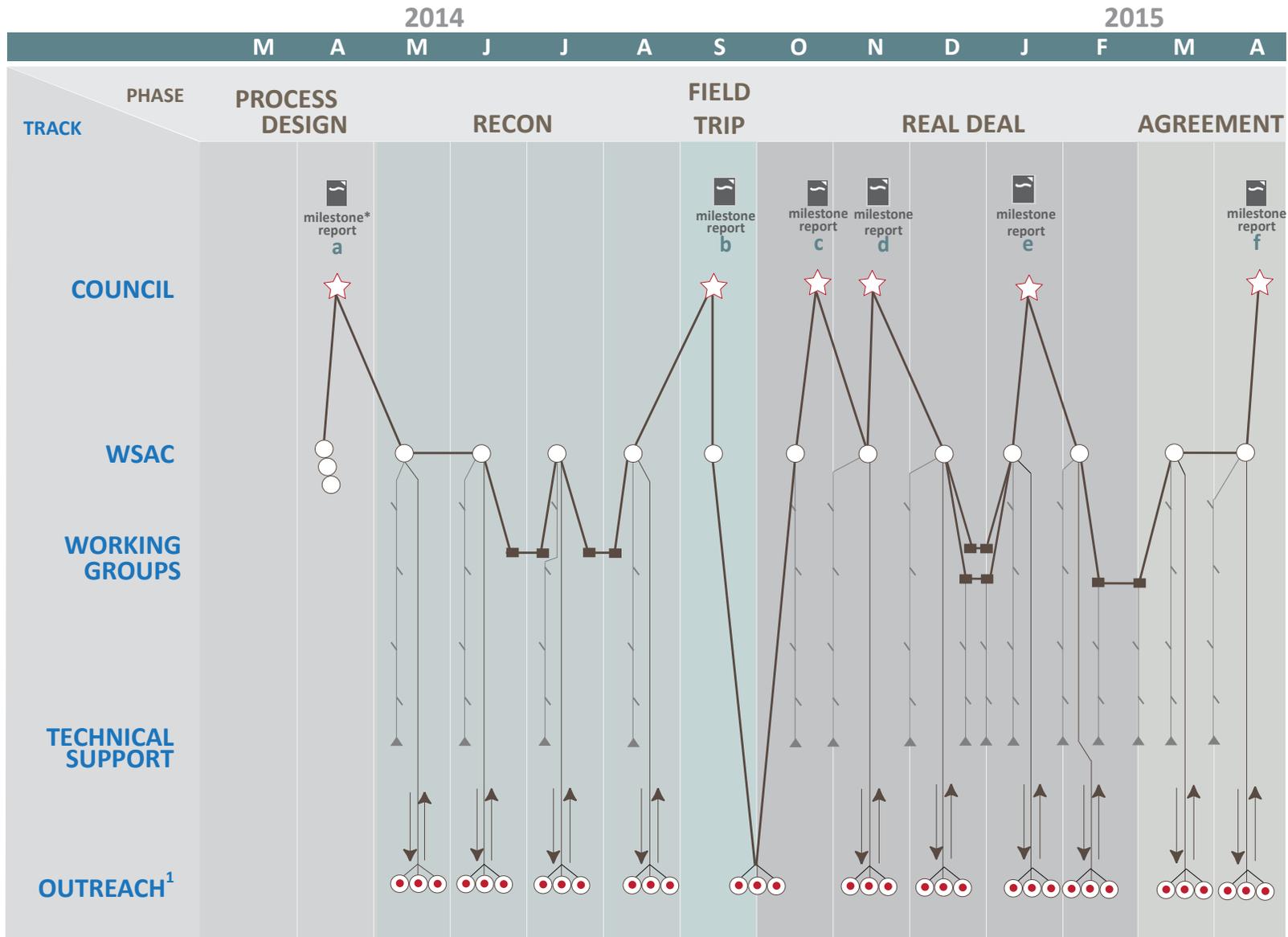


NOTE 1: We assume that during most months relevant stakeholder groups will hold an average of three meetings in which some WSAC members will participate.

* Milestones: Some correspond with milestones set by Council when they envisioned something similar to Option A, while some do not. This will need to be negotiated. Milestones: a) Definitions and Basic Principles, b) Advanced Understanding of Water Supply, c) Clear Criteria, d) Broad Array of Potential Solutions, e) Recommendations for City Council.

Option B

Figure 2: Timeline for Option B showing milestones and the number of relevant meetings of the WSAC and WSAC Working Groups, communication with Technical Support and outreach efforts by WSAC members.



NOTE 1: We assume that during most months relevant stakeholder groups will hold an average of three meetings in which some WSAC members will participate.

* Milestones: Some correspond with milestones set by Council when they envisioned something similar to Option A, while some do not. This will need to be negotiated.

* Milestones: a) Process Design and Problem Statement, b) Findings of Recon Phase, c) Problem Statement, d) Criteria, e) Rating Scales and Uncertainty, and f) Recommendation.