

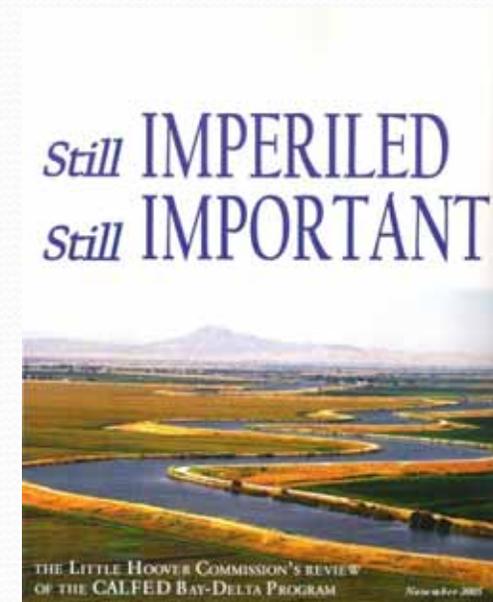
# Governing the Delta

James P. Mayer  
January 31, 2008

Little Hoover Commission

# *Still* IMPERILED, *Still* IMPORTANT

*Governance lessons learned from CALFED and  
the Bay-Delta Authority*

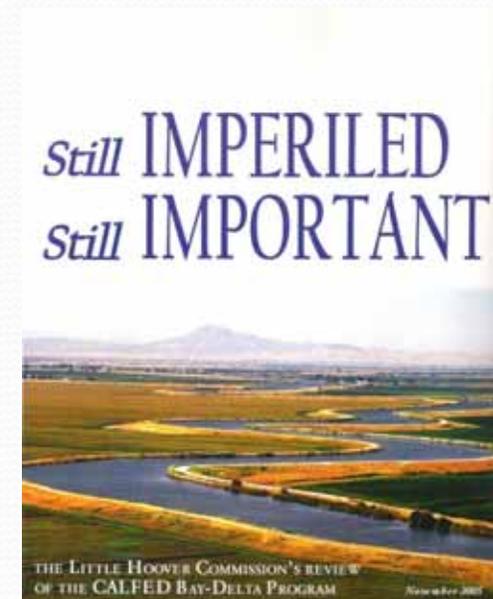


## Little Hoover Commission

# *Still* IMPERILED, *Still* IMPORTANT

Conflicts over vision and mission frustrated CALFED and the Bay-Delta Authority.

- Personal leadership changed and waned.
- No agreement on priorities.
- No agreement on funding.
- No clear process for resolving issues.

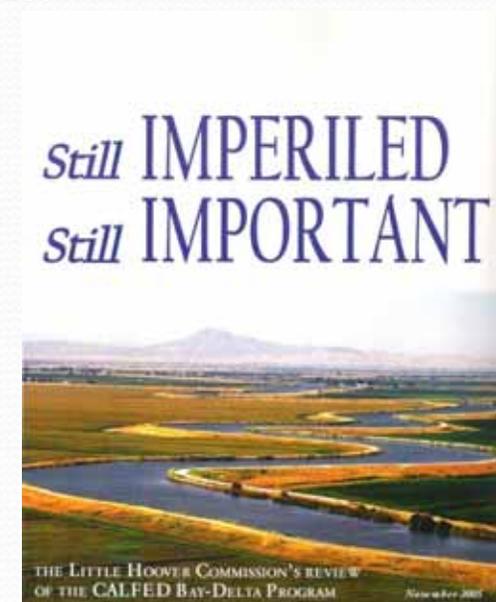


## Little Hoover Commission

# *Still* IMPERILED, *Still* IMPORTANT

CALFED authority was diffused and unaligned with responsibility.

- CALFED/BDA was a layer of government.
- CALFED/BDA delinked from hierarchy.
- Board was unworkable conglomerate.
- Relied on a state-federal partnership.

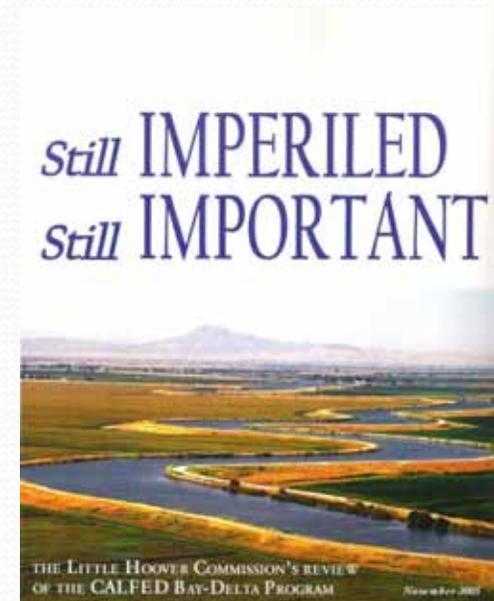


Little Hoover Commission

## *Still* IMPERILED, *Still* IMPORTANT

CALFED failed as a management structure.

- BDA could not discipline multi-agency focus.
- Public board stifled cooperation.
- Accountability was muddled.

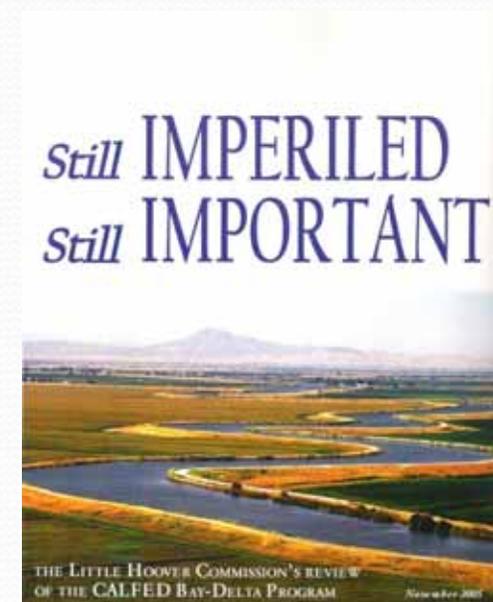


Little Hoover Commission

## *Still* IMPERILED, *Still* IMPORTANT

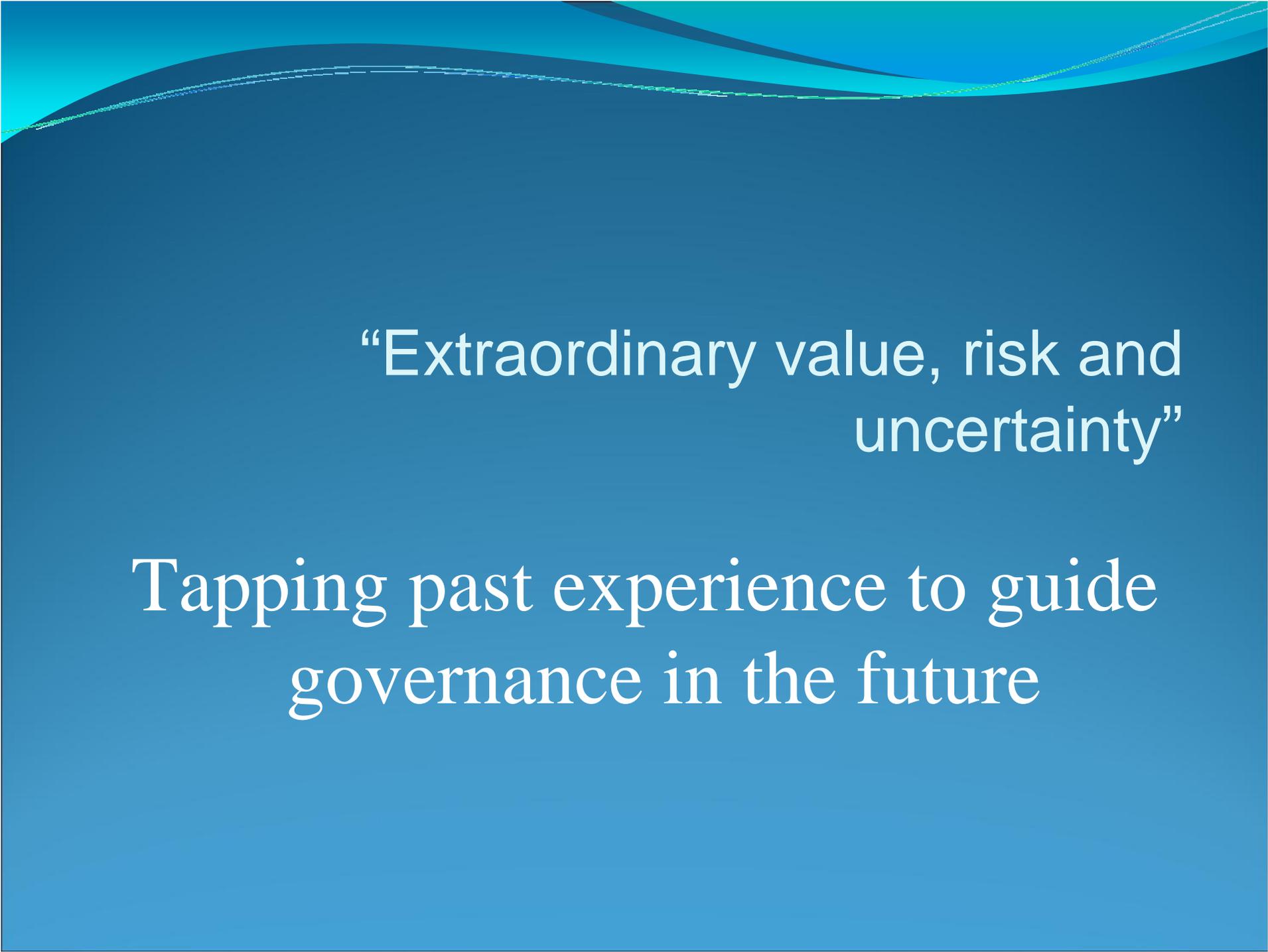
CALFED lacked adequate public involvement.

- BDA board and other structures did not allow meaningful involvement.
- Inadequate conflict resolution.



# Little Hoover Recommendations

- Sustainable Delta plan, comprehensive state plan.
- Management functions in management structure.
- Performance management to focus and coordinate efforts.
- Broad public involvement, state advisory committee, conflict resolution.
- Legislative role: clear direction, oversight.



“Extraordinary value, risk and  
uncertainty”

Tapping past experience to guide  
governance in the future



# Three challenges of complex governance

- Resolving conflicts and reconciling competing goals to move forward.
- Coordinating efforts to be functional.
- Cooperating to be successful.



# Governance is more system than structure

- Clarity, commitment regarding shared goals.
- Consolidation, integration, coordination.
- Incentives and disincentives.
- Authority aligned with responsibility.
- Accountable for results.



## What can go wrong?

- New authority or transferred authority?
- Potential overlaps, gaps and conflict?
- Incentives (intended and unintended)?
- How to maintain value in the venue?
- Independent of whom and to do what?



## What needs to go right? What will be the new structure's toughest decisions?

- Efficiency will require more disciplined application of water rights and use.
- A systems approach will require infrastructure in the Delta, outside Delta.
- Crises requires swift and sure action.

# How will we know if it is working?

*(desired expectations in LHC report)*

- Stronger state-federal relationship.
- Stronger legislative/congressional support.
- Growing consensus among stakeholders.
- Quicker and better resolutions of problems and conflicts.
- Better overall solutions.
- Better understanding of progress and outcomes.
- A willingness to pay.
- Greater public support.