

Section 6 Implementation Strategies

6.1 Introduction

The SMMP is composed of 45 projects with a capital program cost of approximately \$727M as described in Section 5. There are a number of implementation issues that must be addressed to ensure successful program implementation. Implementation issues that require definition include the following:

- Project priorities
- Project partners – for implementation and maintenance
- Funding/financial plans
- Project sequencing/schedules
- CIPs that incorporate above information
- Permitting approach
- Public outreach plan

Preliminary approaches to several of these topics are discussed in this section of the SMMP. Zone 7 will collaborate with other agencies to establish priorities and funding approaches for the SMMP projects. A separate implementation plan will be issued by Zone 7 that documents priorities, funding and scheduling in a CIP. The implementation plan will also be important to ensure that proposed projects are implemented in a cost effective and sustainable manner. This implementation plan will finalize the preliminary implementation approaches outlined below.

6.2 Institutional Strategies

The SMMP projects were developed to provide multiple benefits for multiple agencies, stakeholders and the general public. Implementation and maintenance of these projects will require specific actions by individual agencies, and in many cases, a partnership approach between agencies will be required to ensure success. An overview of institutional issues, a recommended approach to agency partnerships, and agency policy considerations are provided in this section.

6.2.1 Institutional Issues

A number of local, State, and Federal agencies and institutions will be involved with approval and/or use of various SMMP projects. Institutional issues that must be addressed during the Program implementation include the following:

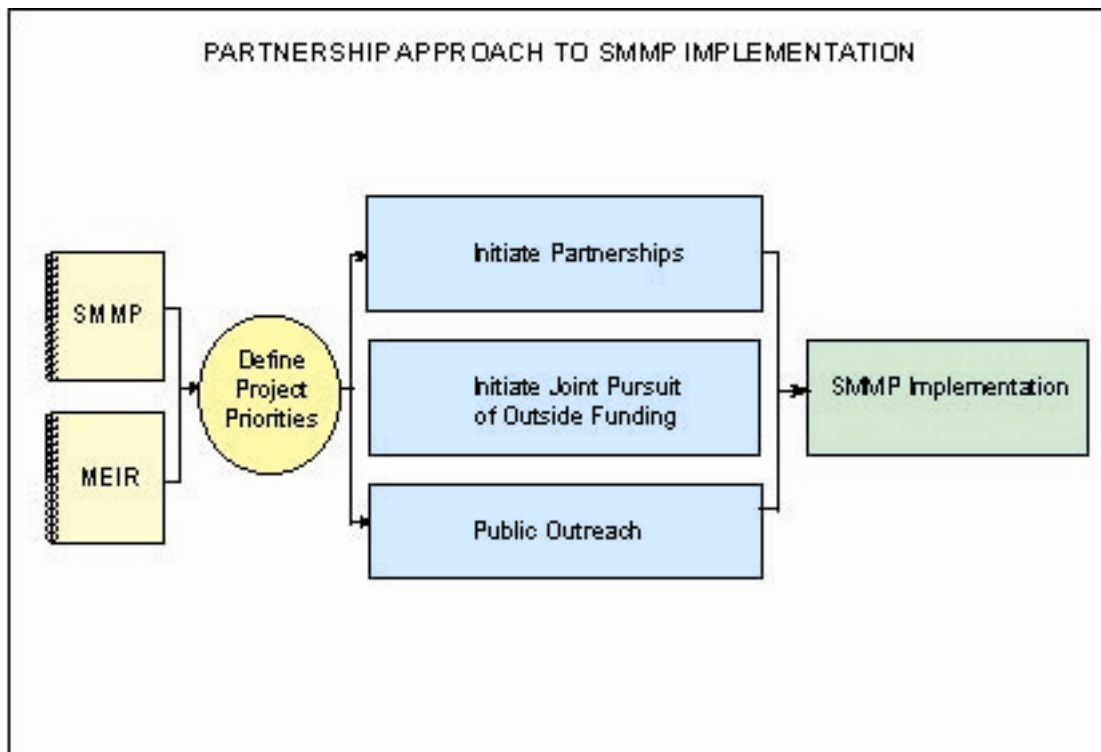
- **Project Leadership** – Most of the 45 SMMP projects will involve flood protection and/or erosion and sedimentation improvements which dictate Zone 7 to be the lead agency. However, portions of many projects involve other specific benefits (i.e. recreation) which could be implemented independently by another lead agency or through project partnerships with a lead agency assigned.
- **Regulatory Compliance** – This issue and recommended approach are described in detail in Section 6.3, Environmental Compliance. In general, effective, timely implementation of projects will require development of a collaborative approach with and between regulatory agencies, particularly for the larger, more complex projects such as regional detention storage in the Chain of Lakes area.

- **Property Ownership** – Zone 7 has ownership of some of the streams and arroyos where new improvements are recommended. In other cases, the affected property is owned by private owners, a city, Alameda County, or the SFPUC. Policies regarding ownership and maintenance of SMMP improvements will be needed and appropriate purchases of ROW and easements will require inter-agency agreements.
- **Project Maintenance** – The fact that SMMP projects include construction of trails, wetlands and other amenities, requires that Zone 7 develop policies and agreements with affected agencies regarding facility maintenance and funding of on-going operation and maintenance.

6.2.2 Project Partnerships

As previously described, a collaborative approach was taken in the definition of SMMP goals and objectives, definition of needs and opportunities, and development of the 45 recommended projects. This collaboration must continue through project planning, design, construction and operation to maximize benefits and minimize costs to the public. The recommended partnership approach to SMMP implementation is presented in Table 6-1 below.

Figure 6-1: Partnership Approach to Implementation



Once the SMMP and MEIR have been adopted by Zone 7, it is recommended that a series of workshops be held by Zone 7 and potential project partners to define project priorities. Potential partners include the quarry operators, private developers, Federal and State agencies, and the following local agencies:

- Alameda County
- City of Dublin
- Dublin San Ramon Services District
- East Bay Regional Parks District

- City of Livermore
- Livermore Area Recreation and Parks Department
- City of Pleasanton
- San Francisco Public Utilities Commission

The outcome of the prioritization workshops will be definition of regional detention projects and other SMMP projects and the desired timing of projects or project components. The approach to implementation of SMMP projects will consist in establishing roles and responsibilities for funding, permitting, design, construction and operation. However, the size and complexity of the regional detention storage projects in the Chain of Lakes area may necessitate a program approach is taken which may include the following special measures:

- **Program Management.** Management of the funding, permitting, outreach and implementation of the regional projects may best be accomplished by a dedicated team of agency representatives and consultants in a program management format.
- **Formal Partnership.** A formal partnership such as a Joint Powers Authority (JPA) may provide funding and management benefits that would make it desirable for the regional projects. This partnership could also provide for floodplain management on an interim basis until the regional projects are implemented.
- **Program Branding.** The regional flood protection projects provide Valley-wide benefits and development of a program theme and logo would set the stage for the pursuit of State and Federal funding and public outreach.
- **Program Funding.** As mentioned earlier, multiple funding mechanisms will be used to support the SMMP. Connection/Development Fees, Sales Tax, User Fees, Grants, and Open Space General Obligation Bonds are some of the funding sources that could potentially be used. Also, as mentioned earlier, some of these funding mechanisms may require an election.
- **Program Outreach.** The outreach associated with a local election, pursuit of State and Federal funding, and implementation of the regional projects requires an integrated and coordinated multi-agency approach. Outreach strategies are further discussed in Section 6.4.
- **Program Permitting.** The regional detention storage projects will require additional conceptual design, modeling, development of a system operations plan, a site specific EIR, and project permitting. As with other activities above, this effort should be conducted by a partnership of agencies receiving benefits from the regional projects.

Again, local projects may be implemented with less formal partnerships or by individual agencies.

6.2.3 Agency Policies

Policies must be developed and adopted to support the multidisciplinary SMMP and ensure its proper implementation. The proposed policies discussed below encompass the six SMMP resource areas and involve multiple agencies in addition to Zone 7, such as Alameda County, the cities of Livermore, Pleasanton and Dublin, and EBRPD and LARPD. Table 6-1 provides a summary of the topics for which policies should be created to address the SMMP resource areas: Flood Protection and Drainage, Erosion and Sedimentation, Water Supply, Water Quality, Habitat and Environment, and Trails, Recreation, and Education. Additionally, policies on stream maintenance will need to be developed. Additional information on the types of policies to be developed is included in Appendix H.1.

Table 6-1: Policy Topics To Be Addressed Concurrently with SMMP Implementation

Flood Control
• Design Storm
• Floodplain Management
• Multi-Agency Cooperation
• Multi-Use Facilities
• Support Natural Ecosystem Functions
• Property
• Safety and Security
Erosion and Sedimentation
• Management of Erosion & Sedimentation
• Support Natural Ecosystem Functions
• Long-term Mitigation
• Maintenance
Water Supply
• Compatibility of SMMP Implementation and Maintenance Activities with Water Supply Goals and Programs
• Stream Flow and Fisheries
Water Quality
• Compatibility with Water Quality Goals and Programs
• Non-Point Source
• Impaired Water Bodies
• Compatibility with Aquatic Habitat
Habitat and Environment
• Sustain Native Habitats
• Stream Buffers and Riparian Areas
• Wetlands
Trails, Recreation, and Education
• Community Involvement/Public Education
• Trail Implementation: Connectivity and Transportation Corridors
• Public Safety
• Joint Use
Stream Maintenance
• Programmatic Level Policies
• BMPs
• Fisheries Protection
• Vegetation
• Herbicides
• Timing
• Chain of Lakes Maintenance Policies
• Non-Zone 7 Sponsored Channel Cleaning

6.3 Environmental Compliance

6.3.1 CEQA/NEPA Compliance

The permitting requirements for the SMMP dictate that environmental documentation under both the California Environmental Quality Act (CEQA) and the National Environmental Policy Act (NEPA) is required. A discussion of the CEQA and NEPA processes is provided in the following sections.

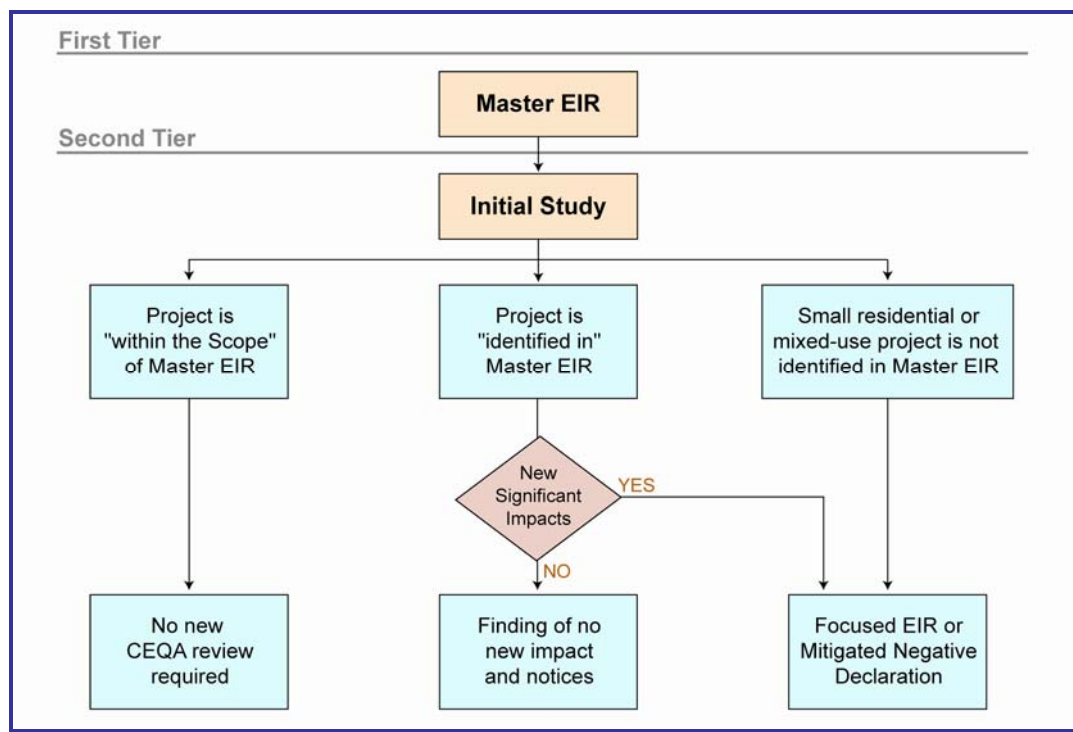
California Environmental Quality Act (CEQA)

Protecting and enhancing the environment in California is the primary purpose of CEQA. The Act further seeks to help public agencies identify the environmental impacts of their actions and avoid or mitigate those impacts whenever possible. All public agencies are required to comply with CEQA. For projects with multiple agencies involved, as with those described in the SMMP, CEQA requires that a lead agency be selected.

Under CEQA the lead agency must complete an environmental review process that involves documenting the impacts of the proposed project, analyzing alternatives to the project, and proposing mitigation measures for any “significant” impacts. The environmental review process includes three basic steps. First, the agency must determine if the proposed project is subject to the requirements of CEQA and if any categorical or statutory exemptions apply. If an exemption applies, no further CEQA analysis is required. Otherwise, the agency prepares an Initial Study (IS) to identify any potential impacts from the project and determine if those impacts are “significant”. Based on those findings, the agency must then prepare one of three environmental documents: A Negative Declaration if no “significant” impacts were identified; a Mitigated Negative Declaration if the initial investigation found “significant” impacts but the project was revised to avoid or minimize those impacts; or an Environmental Impact Report (EIR) if there were “significant” impacts.

Zone 7 is the lead agency for the CEQA process associated with the SMMP. No IS was prepared for the SMMP since Zone 7 decided that a full MEIR would be required¹. The Draft MEIR addresses flood protection and drainage, as well as other issues affecting management of the streams and arroyos. It includes a description of the environmental setting, of SMMP impacts and proposed mitigation measures. SMMP projects that fall within the scope of the MEIR are expected to require no further CEQA documentation. If a new project related to and consistent with the SMMP is identified after completion of the MEIR, additional CEQA analysis would be required. A separate IS or EIR, including a “focused” EIR, could be prepared and tiered off the MEIR, or the MEIR may be revised through an addendum, supplemental EIR or subsequent EIR. Table 6-2 illustrates the process to complete the CEQA documentation for additional SMMP projects not addressed in the original MEIR.

¹ An MEIR, as defined in the CEQA Guidelines §15175, is similar to a Program EIR (PEIR) and can be used for a project consisting of phases or smaller individual projects, as well as for other types of projects. The difference between a MEIR and a PEIR is that a MEIR includes detailed analysis of subsequent projects so that these subsequent projects will not need further environmental review. In comparison, a PEIR provides a general analysis of a program's broad environmental effects, and will require follow-on specific environmental review of program components as they are developed.

Figure 6-2: Relationship between Master EIR and Subsequent Documents

The Notice of Preparation (NOP) for the MEIR was circulated from May through June 2004 to local, State and Federal agencies, and to other interested parties. Following the NOP, the MEIR was developed concurrently with the SMMP. The SMMP Draft MEIR was released to the public jointly with the Draft SMMP in March 2006. Publication of the Draft MEIR was followed by a 45-day public review period and a formal public hearing on April 26, 2006. The Final MEIR includes responses to the comments received during the review period. Publication of the Final MEIR and MEIR certification are anticipated to occur in August 2006.

National Environmental Policy Act (NEPA)

NEPA requires Federal agencies to evaluate the impacts of their actions and decisions on the "human environment". Compliance with NEPA is required whenever a project has federal funding or is occurring in an area under specific federal agencies jurisdiction. Because most of the SMMP projects are occurring in streams, SMMP-associated activities will require permitting from the USACE under the CWA Section 404 and/or Section 10, as described in Section 6.3.2 below. SMMP projects could require one of three types of Section 404 permits: a nationwide permit, a regional permit, or an individual permit. In turn, the type of Section 404 permits required for a project will determine the level of NEPA documentation required. For example, SMMP projects that require a regional permit or an individual permit will likely be covered by an Environmental Assessment (EA) that will be developed internally by USACE. For SMMP projects that require a nationwide permit, the project-specific NEPA documentation is likely to be covered by existing programmatic NEPA documents developed by the USACE. Therefore, it is anticipated that there will be no NEPA documentation required for SMMP projects as a result of Section 404 or Section 10 permitting process.

However, NEPA documentation will be required if funding from USACE or another federal agency is secured. If federal funding is secured for a single SMMP project, this project will likely

require a tiered joint Environmental Impact Report/Environmental Impact Statement (EIR/EIS) to comply with NEPA requirements. If funding is for the overall program, a programmatic EIS will likely be required to comply with NEPA requirements.

Also, some SMMP projects occur in streams with suitable habitat for fisheries or endangered species. As a result, such SMMP projects fall under the NMFS and the United States Fisheries and Wildlife Service (USFWS) jurisdiction. SMMP-associated activities occurring in both agencies' jurisdiction may trigger compliance with NEPA.

The level of NEPA analysis will need to be evaluated at project level for those projects that fall under NMFS or USFWS jurisdiction or benefit from federal funding. When required, the project-specific NEPA process is likely to extend between one and two years. Implementation of projects that fall under NMFS and USFWS jurisdiction or require federal funding will start only after both the EIR and EIS process are complete.

6.3.2 Permitting for Project Construction

Regulatory compliance and timely permitting of local and regional projects will be critical to the success of the SMMP. While navigating the permitting process can be complicated and cumbersome, developing a strong understanding of the requirements of each agency early in the project will streamline the permitting process and prevent delays in the implementation of the SMMP projects. This section provides an overview of the local, State and Federal agencies that have jurisdiction over the recommended program components, the required permits or agreements, an overview of the application process, and recommendations for maximizing efficiency throughout the regulatory process.

Local Permits

Before the projects defined by the SMMP can be implemented, they must comply with the requirements of affected local agencies and Alameda County. Each city has jurisdiction over specific project components within their city boundaries and will be expected to provide guidance in complying with all applicable permitting requirements. In addition to construction permits, easements or ROW are expected to be necessary for the regional projects in the Chain of Lakes area and most local projects where Zone 7 is not currently the property owner.

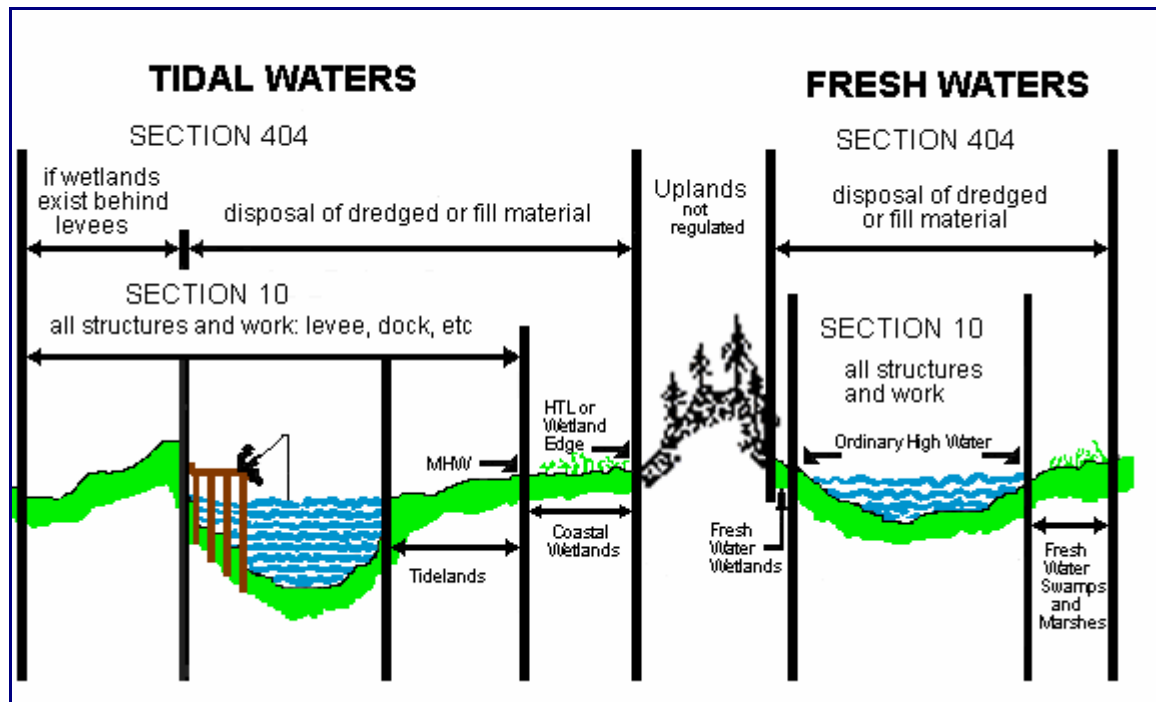
State and Federal Permits

Several aspects of the recommended program will trigger both State and Federal involvement in the project. A summary of the key agencies involved in the permitting process is provided below. A summary of the State and Federal regulatory requirements that are expected for the construction of SMMP projects is provided in Table 6-2. Additional detail on Federal and State construction and maintenance permits can be found in Appendix H.2.

USACE. Under the Federal Clean Water Act and the River and Harbors Act, USACE regulates activities that impact the “waters of the United States”. Section 404 of the Federal Clean Water Act regulates any activity where dredged or fill material is intentionally or unintentionally discharged into any “waters of the United States”, including wetlands adjacent to “waters of the United States”. Section 10 of the Rivers and Harbors Act applies to any activity that may alter or obstruct “navigable waters”. Since all “navigable waters” are part of the “waters of the United States”, an activity within these areas may require both Section 404 and Section 10 permits.

The jurisdiction of USACE within and around these regulated waters is delineated based on historical water levels at the given water body. USACE's jurisdiction is illustrated in Table 6-3.

Figure 6-3: Regulatory Jurisdiction of the USACE (CERES 2005)



USFWS and NMFS. Under the Federal Endangered Species Act, permission from USFWS and/or NMFS is required prior to “taking” any endangered species or its habitat. This permission can be obtained in two ways: a permit under Section 10 of the Federal Endangered Species Act or a consultation under Section 7 of the Federal Endangered Species Act. Since the recommended projects in the SMMP are expected to require permits under USACE, the requirements of the Endangered Species Act can be met through a Section 7 consultation with USFWS and/or NMFS. If USACE determines that a Section 7 consultation is necessary, the USFWS and/or NMFS will be asked to write a biological opinion for the project. Compliance with the Endangered Species Act is discussed in greater detail in the MEIR.

San Francisco Bay Area RWQCB. The RWQCB issues three primary types of permit: Section 401 water quality certifications, NPDES permits, and waste discharge requirements. A Section 401 certification will be required for projects requiring permits from USACE. Prior to issuing a Section 401 certification the RWQCB must review a final environmental document prepared under CEQA.

In addition, the RWQCB, with the oversight of the USEPA, is responsible for granting Clean Water Act NPDES permits. The RWQCB also issues General Construction Activity Stormwater Permits under the NPDES program. Finally, the RWQCB issues Waste Discharge Requirements (WDRs) for any activity that generates dredged material, fill or any other discharge that may directly or indirectly impact the “waters of the State”.

California Department of Fish and Game. Under the Fish and Game Code Section 1602, any person, State or local government agency, or public utility is required to provide official notification to CDFG before undertaking any activity that will significantly change any river, stream, or lake. This notification is the first step in the process to obtain a Streambed Alteration Agreement, which is required to conduct the proposed work. Prior to issuing a Streambed Alteration Agreement, a final environmental document under CEQA must be submitted.

California Department of Transportation. A California Department of Transportation (Caltrans) encroachment permit is required for any project that occurs within, under, or over a State highway right-of-way (Caltrans 2002). Several SMMP projects pass under highways, and in those cases this permit will need to be secured.

Additional Permitting Requirements. The above descriptions list the primary agencies that will have regulatory influence construction of SMMP projects. However, further investigation should be conducted during the implementation phase for each project to ensure that all permitting requirements are met. Special attention should be given to Executive Order 11990 Protection of Wetlands and the California State Lands Commission land use lease.

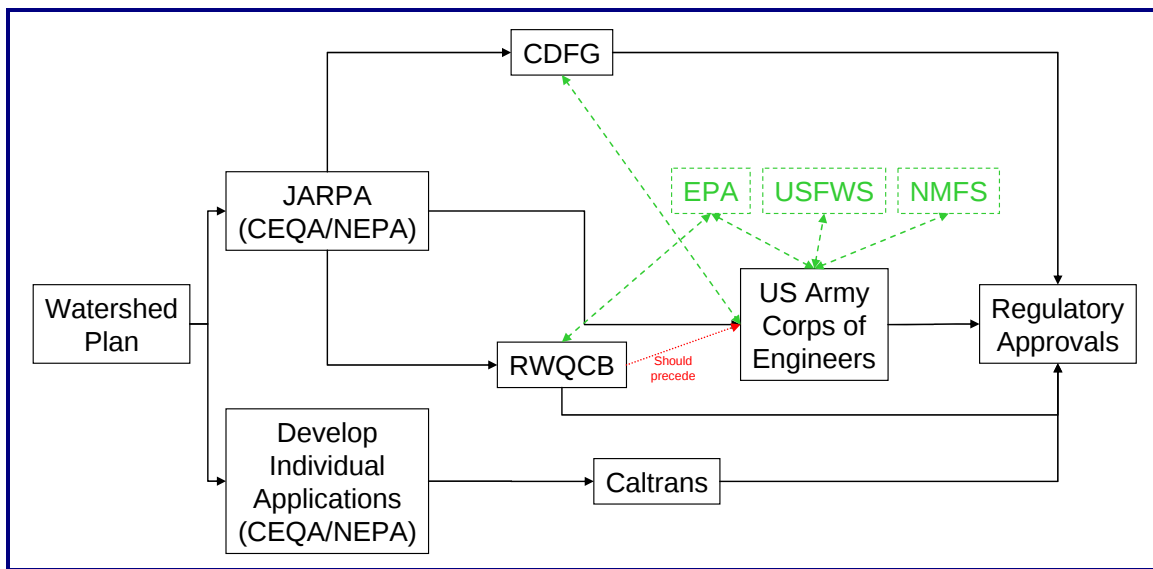
Table 6-2: Summary of State and Federal Regulatory Requirements

Agency	Permit or Requirement	Authority	Project Component Regulated	Time Frame
US Army Corps of Engineers	Section 404 Permit	Clean Water Act	Streams, Wetlands	4-6 months – Individual Permit 45-60 days -Nationwide Permit An additional year or more if a biological opinion is required.
	Section 10 Permit	River and Harbors Act	Streams, Wetlands	
US Fish and Wildlife Service	Section 7 Consultation	Endangered Species Act	Streams, Wetlands	1-3 years
National Marine Fisheries Service	Section 7 Consultation	Endangered Species Act	Streams	1-3 years
San Francisco Regional Water Quality Control Board	Section 401 Permit - Water Quality Certification	Clean Water Act Section 401	Streams, Wetlands	60 days after application is deemed complete. Up to one year of additional time may be requested from USACE.
	Section 402 Permit - NPDES: General Construction Activity Stormwater Permit	Clean Water Act Section 402	Streams, Wetlands, Storm Drain Improvements	Approximately six months
	Waste Discharge Requirements (WDRs)	Porter-Cologne Water Quality Control Act	Waived if Section 401 Permit required	Approximately three months
California Department of Fish and Game	Streambed Alteration Agreement (Section 1602 permit)	Fish and Game Code Section 1602	Streams, Wetlands	30 days after application submittal to evaluate completeness; 60 days after application is deemed complete.
California Department of Transportation	Encroachment Permit	California Streets and Highways Code	Streams under State highways	60 days after application is deemed complete

In order to ensure compliance with each of the regulatory requirements, a systematic, detailed approach to the application process will be necessary. The first step in the application project will be to prepare all of the materials necessary for each application. Consulting with each of the agencies to ensure understanding of the application process is essential. The San Francisco Bay Area Joint Aquatic Resource Permits Application (JARPA) is a standard application form that can be used for a variety of different projects in the San Francisco Bay Area and submitted to multiple agencies in place of each agency's specific application. JARPA can be used for applications to RWQCB, USACE, CDFG, EPA, USFWS, NMFS, and California State Lands Commission. Agencies not covered by this permit will require their own application procedure, including Caltrans.

The permitting processes are not independent; agencies rely on each other and have requirements establishing what order permits should be pursued. Additional communication with the agencies is necessary to determine the details of these dependencies but a preliminary flow chart showing the known relationships is shown in Figure 6-4.

Figure 6-4: Regulatory Agency Relationships



Securing the appropriate permits and agreements in a timely manner will be critical to implementing SMMP projects. The permitting process is generally extensive and will typically require a significant investment of time and resources. Advance preparation and coordination with the agencies can help maximize efficiency in this process. Sponsoring a meeting to inform agencies about the project and give them an opportunity to collaborate on the regulatory issues involved would be an ideal method to ensure understanding of the existing requirements. As an alternative, USACE sponsors monthly interagency meetings where multiple agencies can comment on projects at once. Attendance at one of these meetings may clarify the relationships between the agencies and determine the best approach to the permitting process. This approach may be especially appropriate for larger SMMP projects, such as those related to regional detention storage.

6.3.3 Permitting for Stream Maintenance

In addition to permits required for project construction, permitting from multiple Federal and State agencies will be required for the ongoing maintenance activities for the streams and

channels in the Livermore-Amador Valley. Obtaining these permits can be complex and time consuming. When completed on an annual basis, this permitting process can result in lost work time during the season most appropriate for conducting routine stream maintenance activities. In the past, routine maintenance activities have been delayed or otherwise hindered by issues related to obtaining permits or working within the restrictions of those permits (Zone 7 Maintenance Manual).

In 2002, the Santa Clara Valley Water District (SCVWD) established a multi-year stream maintenance program. This program has been very successful, allowing routine stream maintenance activities to begin two to three months earlier than in years when annual permitting was required. By streamlining the permitting process, SCVWD has been able to focus on the repairs and maintenance necessary to prevent flooding and erosion while minimizing the time and resources spent on the regulatory process (SCVWD 2003a). The SWRCB and the RWQCB have indicated that “this should become the model for ensuring necessary stream repair and maintenance is accomplished in a manner protective of water quality” (Cal EPA 2001).

Thus, the SMMP recommends that Zone 7 establish a multi-year routine stream maintenance program (RSMP) through the acquisition of multi-year permits and approvals. Once this program is established, Zone 7 will realize many benefits from this efficient permitting process including additional time and resources available for stream maintenance activities. In order to implement a multi-year RSMP, Zone 7 will need to develop several documents, as outlined in Table 6-3.

Table 6-3: Documents Required for Multi-Year RSMP Implementation

Document(s)	Purpose
Multi-Year (RSMP) Report	The multi-year RSMP Report should outline the standardized methods developed for conducting routine stream maintenance activities including sediment removal, vegetation management, bank protection, and minor activities. Other activities to be described in the multi-year RSMP Report should include facilities maintenance for wetland areas, sediment basins, and trails.
Program EIR	As required by the CEQA, an EIR would need to be prepared to evaluate the potential environmental impacts of the multi-year RSMP and determine methods to mitigate these impacts.
Multi-Year Permits	Multi-year permits from USACE, CDFG and approval from RWQCB would be required before stream maintenance activities can begin. Additional requirements for these permits, such as obtaining a biological opinion from USFWS, are described in section 6.3.2.

Additional information on the anticipated steps Zone 7 will need to take to establish a multi-year RSMP and obtain multi-year State and Federal permits and approvals is provided in Appendix H.2.

Required Permits

Several necessary approvals and/or permits required for multi-year routine maintenance activities. These permits are summarized in Table 6-4 below.

Table 6-4: Required Approvals/Permits for Multi-Year Stream Management Activities

Approval/Permit	Agency	Description
Board Order for multi-year stream maintenance program (10-year permit)	RWQCB	The board order would be a 10-year permit for the routine maintenance activities and environmental impact mitigation program established in the multi-year RSMP. The order would specify Waste Discharge Requirements and Clean Water Act Section 401 Water Quality Certification. The order would approve the multi-year RSMP and certify that the practices in the multi-year RSMP would comply with the applicable provisions of sections 301, 302, 303, 306 and 307 of the Clean Water Act.
Section 404 10-year Permit	USACE	An individual 10-year Permit from USACE would authorize routine stream maintenance activities in areas under the jurisdiction of USACE within the multi-year RSMP project area pursuant to Section 404 of the Clean Water Act and Section 10 of the Rivers and Harbors Act. The main activities covered by this permit would likely include: sediment removal, bank stabilization, vegetation management, dewatering, and structural maintenance.
Biological Opinion	NMFS	A biological opinion from the NMFS would likely be required by the USACE prior to issuance of the Section 404 10-year permit. The biological opinion would document whether or not an action is likely to jeopardize the continued existence of listed species or result in the destruction or adverse modification of critical habitat.
Biological Opinion	USFWS	This USFWS Biological Opinion would also be required by the USACE prior to issuance of the Section 404 10-year permit. This document would analyze the effects of stream maintenance actions on sensitive species in the project area.
5-year 1601 Streambed Alteration Agreement	CDFG	This agreement would approve routine stream maintenance activities which are subject to Fish and Game Code Section 1602 and would confirm that they are compliant with California's endangered species protection regulations.

The required approvals and/or permits must be issued by the associated government agencies prior to commencement of stream management activities. They would apply only to projects covered in the multi-year RSMP. Non-routine maintenance work, emergency repairs, and/or other projects not covered by the multi-year RSMP would require individual permits, as required for each activity.

Maintenance Permitting Summary

Obtaining permits annually for stream maintenance activities can be inefficient and tedious due to the complex permitting process. However, a multi-year approach to routine stream maintenance activities could allow Zone 7 to better allocate time and resources to meet their flood control and water quality goals. Multi-year permits can be secured through the development of a comprehensive stream management program and an EIR for the maintenance activities covered in the program. Thus, the SMMP recommends that Zone 7 pursue this permitting strategy by:

- Developing a comprehensive multi-year RSMP including any necessary supporting documents
- Developing a multi-year RSMP EIR
- Applying for multi-year permits
- Implementing the multi-year RSMP

6.4 Public Outreach

The primary mission of a public outreach program for the SMMP would be to communicate the benefits of the program and to build support for implementation of both regional and local projects. Meeting this mission will build support for the goals and objectives of the SMMP. The many issues, audiences and challenges related to implementing the SMMP program require a comprehensive strategic outreach approach. In particular, an aggressive outreach program will be needed in order to get Valley-wide support to secure the funding sources required for SMMP implementation. This section outlines general outreach strategies to be considered, target audiences to be addressed, and describes recommended components of a public outreach program for the SMMP.

6.4.1 General Outreach Strategies

A comprehensive outreach program may require a number of different strategies for successful implementation. Table 6-5 presents some general strategies that should be considered in development of an outreach program for the SMMP.

Table 6-5: General Outreach Strategies

Strategy	Description
Outreach Coordinator	A SMMP Outreach Coordinator should be established early in the process to lead development of the overall outreach program and ensure that the overall program message is consistent, priority outreach activities are being conducted, and that the activities being implemented and planned are consistent with the current and upcoming program activities.
Phased Approach	It may be appropriate to take a phased approach to implement a public outreach and education activities that appropriately match current activities of the SMMP program. For example, once the SMMP program is adopted, near-term activities will include agency communication and prioritization of local projects for near term implementation and development of strategies for implementing the regional projects. As such, the outreach program may focus on: • Target audiences most affected by planned local project implementation • Outreach to agency representatives and policy makers • Initiation of general outreach program development
Outreach Goals and Objectives	Outreach goals for the next 5 to 10 years should support planned technical activities. Because the goals and objectives will vary based on the technical activity phase, the goals should allow for a variety of outreach activities and efforts that will be required.

6.4.2 Target Audiences

Identification of target audiences is a critical component of developing a successful public outreach program. For the near-term (next 5 to 10 years), the target audiences may include many of the stakeholders already engaged in the current SMMP process. Messages and outreach approaches may differ based on the group being addressed, as described in Table 6-6.

Table 6-6: Target Audiences

Group	Outreach Strategy
Policy Makers and Elected Officials	Outreach and education to this group must focus on clearly demonstrating the benefits of the regional approach to flood protection and the multidisciplinary approach laid out in the SMMP, with a focus on fiscal issues. Efforts must also provide strategies for any potentially controversial issues for policy makers and their constituencies.
Agency Staff	Because of their different concerns, agencies at the Federal, state, and local levels, as well as the different types of agencies (regulatory, local municipalities, etc.) will require different approaches, messages and information. Outreach efforts to agency staff should include both educational and consensus building components.
Environmental Interest Groups	There have been a number of different environmental interest groups involved in the SMMP to date. The potential for environmental enhancement and protection through implementation of the SMMP makes the environmental community an important ally in the program. Ongoing education, outreach and partnering with these groups will be key, and building trust and support at the regional level will also improve the likelihood that potential environmental conflicts at the local level can be solved.
Business Interests	The business community must be assured that the SMMP will effectively support their interests and concerns. Messages must focus on regional flood protection, program benefits, and fiscal impacts.
General Public and Voters	As local and regional projects are further defined and evaluated, public interests will increase and a coordinated effort to reach out to the public will be critical. The perceptions of the public are closely linked to key policy issues and, therefore, it will be important to obtain policy maker buy-in on projects and policies. As local agencies are called to make larger financial contributions to local and regional projects, the public and voters will become a key constituency for the SMMP.
Property and Business Owners Adjacent to Planned Projects	Outreach to this group will need to be done on a project-by-project basis. Much of this outreach will expand and build upon the general outreach activities. Materials developed for other audiences can be drawn upon to address more traditional project specific issues such as right-of-way impacts, construction impacts, etc. It will be important to address these project specific issues to maintain overall community support for ongoing program and project implementation.

6.4.3 Public Outreach Components

There are a variety of components that will be needed in development of a comprehensive outreach campaign for the SMMP. Public outreach components are described in Table 6-7. Additional information on each of the outreach components are provided in Appendix H.3.

Table 6-7: Outreach Components

Outreach Component	Description
Communication Materials and Tools	The SMMP should use a wide variety of communication materials and tools to address and implement strategic themes. These materials and tools should be tailored to the appropriate audience and phase of the project. Such materials and tools include development of a logo and a slogan, newsletters, brochures, flyers, signage, exhibit materials and presentations, a program website and an information line.
Outreach Activities and Campaigns	Outreach activities and campaigns can utilize and distribute many of communication materials and tools developed for the SMMP program. Outreach activities include presentations and workshops, elected officials briefings, and school programs.
Media Relations and Advertising	The SMMP will need to increase its media and advertising efforts throughout program implementation to effectively reach a broader public audience. Media relations and advertising activities include contact with local reporters, public service announcements, and advertisements.
Program Documentation and Evaluation	Establishing a thorough record of the activities and carefully tracking public response and input is an important component of conducting a multi-year public outreach program. Program documentation helps assess the number and variety of outreach activities utilized for the program and the number of stakeholders reached throughout the effort. Regular evaluation of the outreach program effectiveness helps provide input on any necessary changes or modifications to the program as it progresses. Recommended outreach program documentation and evaluation strategies include development of a mailing list, a comment database and surveys and focus groups.

6.5 Action Steps

Preliminary approaches to addressing institutional issues, environmental compliance and public outreach are described in this section and summarized below. These approaches will be further developed in a separate SMMP Implementation Plan, along with strategies for funding and definition of project sequencing and scheduling in a CIP.

Table 6-8: Summary of Action Steps to Address Implementation Issues

Implementation Issue	Action Steps
Institutional Issues	• Conduct partnering workshops to define project priorities, partnering, and formalize agency roles • Initiate joint pursuit of Proposition 50 and other Federal and State funding of SMMP projects or project components. • Investigate development of a formal partnership for regional project implementation and interim floodplain management • Assess policies needed to implement SMMP and initiate policy development and adoption • Develop program approach to regional project implementation
Environmental Compliance	<i>Project Permitting:</i> • Develop program permitting matrix to identify permitting requirements for all program components • Initiate permitting activities for near-term local project priorities <i>Maintenance Permitting:</i> • Pursue development of a multi-year RSMP for stream management activities
Public Outreach	• Establish SMMP outreach coordinator • Develop SMMP logo and slogan • Establish SMMP program website • Develop SMMP newsletter template and initial newsletter • Develop SMMP presentation for elected official briefings • Expand SMMP mailing list to include additional key target audiences