

# Is the Delta Governable

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## Little Hoover Commission

# *Still* IMPERILED, *Still* IMPORTANT

- CALFED authority diffused and disconnected.
- CALFED could not discipline multi-agency focus.
- CBDA lacked capacity to resolve remaining issues.
- CBDA board burdened with conflicts.

*Still* IMPERILED  
*Still* IMPORTANT



# 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.

# Challenges and Responses to fragmented public decision-making

*Challenge:* Conflicting goals, values and approaches need to be reconciled.

- Delta application: Fish, water, levees.
- Organizational solutions: Energy policy.
- Process solutions: Land use planning.

## *Response:* Reconciling conflicting goals, value and approaches.

- Clarity around functions, purpose, decisions.
- Consolidation, integration, coordination.
- Nature of decisions guide structure and process.

*Challenge:* Poor coordination among agencies that need to cooperate to improve results.

- Delta application: Allocation of resources not aligned to priorities.
- Organizational issue: Child Welfare System
- Coordination issue: Higher ed.

## *Response:* Getting cooperation to improve results.

- Reorganization, consolidation may not be as powerful as effective management.
- Difficult to legislate cooperation so policy solutions must emphasize expectations, capacity and accountability.

*Challenge:* Some assets, opportunities are not part of the solution.

- Delta application: Upper watershed, market mechanisms, conservancy.
- Affordable housing.
- Teen foster-youth.
- Parole.

## *Response:* Incorporating new assets.

- Some assets are not public, and that's a good thing.
- Requires involving non-traditional stakeholders, and that's a good thing.

# Lessons Learned

From Fragmented to Cohesive

# 1. Vision

- Identify precisely the public agencies and assets needed to achieve the vision.
- Develop shared goals highlighting need for multi-agency cooperation.
- Develop individual objectives so agencies understand their contribution.

## 2. Organizational strategy

- Form follows function (or strategy).
- Align responsibilities with authority.
- Avoid conflicting functions.
- Relationships, roles, responsibilities.

# 3. Management Strategy

- What is not consolidated must be integrated or coordinated.
- Requires clear objectives and measurement toward those objectives.

## 4. Resource allocation

- Resources are aligned with goals and priorities.
- Resources can be used as a control and as an incentive.

## 5. Market and other incentives

- Incentives include additional resources, additional discretion, and early success.
- Authority and incentives should be aligned to allow for synergies.

# *Epilogue:* How can “science” help?

## TWO GOALS:

1. Developing and selecting a sound preferred alternative.
2. Ensuring that in the legislative process integrity of the proposal is not compromised.

# How “science” can help?

## TWO OPPORTUNITIES:

1. Criteria for assessing alternatives.
2. Means to guide legislative debate.