

DRAFT Upper Neuse River Basin Association (UNRBA) Decision Framework

This draft Decision Framework is a guidance document for decision-making within the UNRBA, and it summarizes the decision-making procedures followed by the Association. While the current focus of the UNRBA is the re-examination of Stage II of the Falls Lake Nutrient Management Strategy, a number of decisions address other items, including administrative issues.

There are a number of committees of the UNRBA, and this Decision Framework applies to all of the deliberations of the organization. This document specifically names the PFC in discussing the processes used by the UNRBA because of its focus on the re-examination. However, the principles and procedures described within this document reflect the UNRBA's general decision-making procedures for all committees and workgroups within the UNRBA.

Process for the Evaluation and Development of the UNRBA Decision Framework

In June 2019, the Path Forward Committee (PFC) of the UNRBA requested, and the Board approved, the development of a decision methodology or framework. The work was contracted to begin in July 2019. The PFC held a preliminary planning meeting for this process in September, and the first two facilitated meetings on the topic were held in October and November.

During the October meeting, the PFC requested that the current UNRBA decision-making process be documented as a starting point for further discussion. They also identified the need to assess the current decision-making process to identify any issues or concerns. In November, the PFC commented on the draft decision-making framework evaluation and further discussed potential issues with the current procedures. The PFC recommended that these potential issues be monitored and revised as needed to support the goals and work of the Association. This November 21st revised Draft UNRBA Decision Framework reflects feedback provided during and following the November PFC meeting.

The final decision framework session with the PFC planned for December will be used to further refine and finalize this Draft UNRBA Decision Framework for review and consideration by the Board at its January 2020 Meeting.

Purpose of the Decision Framework

The Upper Neuse River Basin Association (UNRBA, a.k.a., the Association) is a non-profit organization operating in accordance with 26 U.S.C. Section 501(c)(3). The operations and administration of the organization are governed by its [Bylaws](#) and its [Policy and Procedures Manual](#).

The UNRBA is in the process of its re-examination of Stage II of the Falls Lake Nutrient Management Strategy (the Rules) passed by the NC Environmental Management Commission in 2011. The UNRBA began planning for the re-examination in 2011 in accordance with the procedures and requirements outlined in the Rules ([15A NCAC 02B.0275 Section \(5\)\(f\)](#)).

As the UNRBA moves through the re-examination process, many decisions directly or indirectly related to the re-examination will be made by its members. The purpose of the UNRBA Decision Framework process is to provide documentation of the current procedures used for decision-making

The purpose of this draft is to document the current procedures used for decision-making by the UNRBA and to identify and address any gaps that may necessitate refinements or monitoring moving forward.

by the UNRBA and to identify any issues with that process that may necessitate refinements or modifications to the current procedures. Per Article IV Part 4 of the [Bylaws](#), “the Board of Directors may authorize, amend or restate operating guidelines, plans, practices, procedures, and rules and regulations from time to time in order to effectively implement the purposes of the Association.”

The UNRBA has consistently used consensus to reach its decisions based on input from its members and representatives. External stakeholders participate through attendance and participation at UNRBA meetings which are open to the public. External stakeholders also have access to review UNRBA project activities, materials developed to describe and present its work, and documents generated by the UNRBA and its contractors in support of its objectives. Stakeholders are invited to comment on these materials during meetings and in writing and to provide input through communications with the Executive Director. The UNRBA has and will continue to provide and enhance input opportunities during stakeholder meetings and workshops. The UNRBA encourages input from external stakeholders as this input is critical to the success of implementing a revised nutrient management strategy for Stage II. Input from DEQ/DWR as the regulatory agency is especially important for successful adoption of a revised strategy.

The UNRBA has utilized an iterative and collaborative process for decision-making to allow for consensus wherever possible. All decisions are vetted at multiple levels across the UNRBA organization. These levels are described below and include the Board, its committees, special committees, and workgroups. Information is shared across these groups through status updates at routine meetings, reports from committees and workgroups, communications from the Executive Director, support from subject matter experts, and through participation by the regulatory agencies, other organizations, and external subject matter experts.

All UNRBA meetings are open, and UNRBA members as well as external stakeholders are invited to attend and participate in meetings, workshops, and forums.

Formal Structure of the UNRBA

Per Article VII of the [Bylaws](#), the Board of Directors is the governing body of the UNRBA and is responsible for the “governance, maintenance, operation, and conduct of the Association.”

As allowed in Article X Part 10.10 of the [Bylaws](#), the Board of Directors may “employ or contract for the services of an Executive Director,” and “the Executive Director shall perform those administrative duties assigned to the Executive Director by the Board of Directors in a resolution appointing the

Executive Director or in such other resolutions as the Board of Directors may adopt.” The general duties and responsibilities of the Executive Director are described in the contract established for Executive Director Services (documented in the Executive Director Scope of Work in the current contract).

As directed and authorized by the Board, the Executive Director routinely manages the workflow for decision making. This coordination by the Executive Director includes communication with the appointed chairs of the committees and workgroups and guidance to committees (described in the bullets below) and workgroups (described in the next section). Generally, the Executive Director gathers supporting information and materials, facilitates continued discussions within the committees, workgroups, and the Board, and provides input and recommendations for consideration by the committees and workgroups in making their recommendations, and to the Board in making the final UNRBA decision. The Executive Director monitors the decision-making process, supports consensus building, and identifies issues that need to be evaluated by the workgroups and committees and considered by the Board prior to decision-making.

The Executive Director plays a key role by supporting consensus building, identifying issues that need to be elevated to the Board or evaluated by workgroups or committees, and monitoring the decision-making process.

One specific decision-making duty of the Board, which is critical to the process used within the UNRBA, is described in Article VII Part (d): “approve programs and activities of the Association’s committees, including any studies to be conducted by such committees, and provide oversight of such committees.” Article VIII defines the types of committees that may support the Board in its management of the Association:

- **Board Committees (Part 8.1):** “The Board may appoint Board committees and assign Directors thereto from among the Directors and shall designate the chairperson and vice chairperson of such committees from among such Directors. Board committees may exercise the authority of the Board” (exceptions to authority are listed in Part 8.2). “The Board may also appoint ex officio directors and non-directors to serve on Board committees in a non-voting capacity.” *Current Board committees include the executive committee, officer selection/nominating committee, and the audit committee.*
- **Special Committees (Part 8.5):** “The Board of Directors, in its judgment, may create such special committees as will facilitate the efforts of the Association in achieving its basic goals. The Board of Directors shall appoint the members of such special committees from among representatives of the Members or outside agencies and shall designate a chairperson and vice chairperson [or co-chairs] of each such special committee.” *Current special committees are the personnel committee, website committee, and the Path Forward Committee (PFC).*

The PFC serves as the steering committee for the work and activities of the UNRBA. The PFC provides assessment and guidance on the re-examination process and all the work of the UNRBA. During the initial activities of the re-examination, much of that guidance has focused on technical matters, including the planning for and implementation of the UNRBA Monitoring Program (now complete). The PFC also provides guidance and direction for the modeling effort supporting the re-examination. The PFC was responsible for selecting the watershed and lake models currently in development by the UNRBA to support the re-examination. The PFC reviewed and approved the documentation of the model selection process. The PFC presents their guidance and recommendations to the Board, and the Board considers the PFC recommendations in taking their actions. The Board can and does delegate to the PFC certain decisions not specifically assigned to the Board under the Bylaws.

The PFC serves as the steering committee for the work and activities of the UNRBA. It provides recommendations on decisions to the Board for final action.

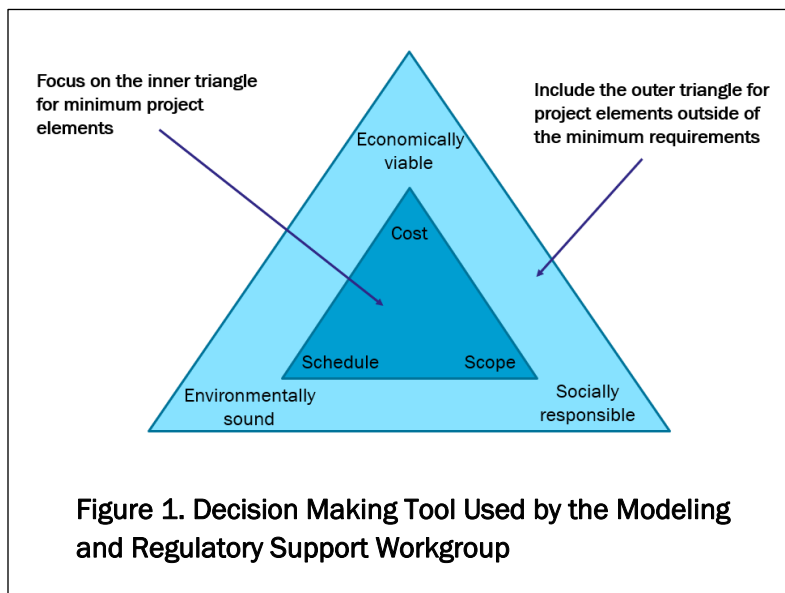
- **Subcommittees of Special Committees (Part 8.5):** “The Board of Directors may also establish one or more subcommittees of any special committee as necessary to further the goals of the Association. The Board of Directors may delegate the selection of subcommittee or special committee members to any such subcommittee or to the chairperson of a special committee.” *There are not currently any active subcommittees of special committees, but they can be created as necessary to support consideration of any topic or topics.*
- **Special Committee Programs and Reports (Part 8.6):** “Upon request of the Board of Directors, each special committee shall submit to the Board of Directors following the annual meeting its program and agenda for the next year, and upon request shall report in writing on its activities, including any recommendations the special committee may have for the Board of Directors’ consideration.” *Currently the PFC, which is a special committee, provides status updates to the Board during its regular meetings and typically establishes its schedule through the Board at the Annual Meeting. The Executive Director also communicates directly to the Board via email to provide status updates and reports ahead of, or outside of, regularly scheduled meetings.*

Informal Workgroups:

To further management of the Association’s objectives and to gather and discuss additional information outside of formal committees, the UNRBA has convened workgroups. *The list of designated workgroups include the modeling and regulatory support workgroup (MRSW), the legal workgroup, communications workgroup, interim alternative implementation approach (IAIA) workgroup, monitoring program workgroup, nutrient credit development workgroup, and the rules review workgroup.*

The [Bylaws](#) do not explicitly address workgroups. However, workgroups are the logical outgrowth of the demonstrated commitment of the UNRBA to promote careful consideration of Association matters and to reach decisions by consensus. If member concerns are expressed and there is not consensus, every effort is made to further evaluate and address these concerns before moving a recommended, final decision to the Board.

Workgroups may be formed by the Board, Board committees, or special committees. While the Board is not required to appoint members or convene workgroups, they are notified of their formation and efforts through status updates at Board meetings and email communications from the Executive Director.



Workgroups are formed when it is necessary to evaluate key UNRBA matters in greater detail before moving the matter to the PFC for a recommendation. If a workgroup provides a recommendation and issues or concerns arise in the PFC, matters are consistently tabled for further evaluation by the workgroup or the PFC. An example of this process is the pending decision on the IAIA (Interim Alternative Implementation Approach) for Stage I existing development. There have been multiple meetings of the PFC, the formation of a workgroup, additional consideration by the PFC, and the appointment of a topic-focused workgroup to work through the issues before the IAIA is further considered by the PFC.

The most active workgroup with respect to decisions affecting the re-examination is the Modeling and Regulatory Support Workgroup (MRSW). The MRSW has adopted a project-management style decision-making tool to guide their decisions. This double-triangle approach (Figure 1) focuses on the inner triangle for required project elements (e.g., model setup) and the outer triangle for additional project elements (e.g., selecting management scenarios). The MRSW has used this approach to compare alternatives and to make “yes or no” decisions associated with model development. The components of the MRSW decision-making tool provide important considerations that may be beneficial to other committees and workgroups in their decision making. Based on input from the PFC members participating in the evaluation of the UNRBA’s decision making process, the double-triangle approach is most relevant to internal decisions made by the UNRBA. These members also note that this approach does not specifically address risk and uncertainty, which may be important factors in some Association decisions.

The MRSW presents their decisions to the PFC during PFC meetings. Recently, the MRSW, due to the expansion of the modeling effort (budget reallocated from the monitoring program), has established

a more frequent meeting schedule. This action was taken to help assure the development of effective and valid modeling tools and to provide additional vetting for the support of future re-examination decision-making. This action illustrated the adaptative approach of expanding or contracting the activities of designated workgroups whenever necessary to properly support the UNRBA.

The UNRBA has developed an interactive evaluation process for consideration of critical matters related to the re-examination and for all initiatives and issues that have become priorities for the UNRBA. Standing special committees, particularly the PFC, have been supplemented with a series of workgroups that allow more in-depth consideration before continuing broader member review of proposed decisions.

Voting Rights:

Article IX Part 9.4 of the [Bylaws](#) defines the voting rights of the UNRBA Board: “Members shall have no voting rights. As stated elsewhere herein, each Member shall have the right to appoint one Director, one primary alternate Director, and one secondary alternate Director. The primary alternate Director shall have full voting authority only in the absence of the appointing Member’s regular Director and the secondary alternate Director shall have full voting authority only in the absence of both the appointing Member’s regular Director and primary alternate Director. All of a Member’s rights to take part in the management of the Association shall be by and through its Director, primary alternate Director, or secondary alternate Director.” This procedure ensures a single vote by each UNRBA member organization.

Article VII Part 7.8 of the Bylaws established a majority of current Directors as the quorum for voting and, in most cases, a majority vote as sufficient for the Board to take an action.

Currently, the [Bylaws](#) grant voting rights to the Directors, and Directors comprise the Board and Board committees. Voting authority and procedures of special committees such as the PFC, subcommittees of special committees, and workgroups are not defined by the [Bylaws](#).

Decision-Making Procedures and the Deliberation Process

In the following discussion, the organizational examples provided deal with the PFC and the MRSW. The operational process described, however, applies to all committees and workgroups within the UNRBA. Most of the Association’s committee work is done through the PFC, but other committees apply the same principles described here as employed by the PFC. Additionally, most workgroups to this point have been created to support the PFC. It is important to note that a workgroup approach can also be used by other UNRBA committees. The PFC, as noted, represents the “steering committee” for all of the work of the UNRBA. As a result, this document defers to the PFC as the prime source of recommendations to the Board in adopting the decision-making framework and in making revisions to the framework.

The types of decisions made by the MRSW and PFC are typically and predominately focused on technical matters. However, the Board sometimes authorizes the PFC or a designated workgroup to proceed with finalizing decisions and actions based on preliminary discussion by the Board and with general guidance. An example of this process includes several instances where developing and

finalizing UNRBA comment letters on regulatory matters (filed with NC agencies and EPA) have been delegated to the PFC or one of the workgroups. In these cases, the Board assigns finalization of materials or actions to the Executive Director with concurrence of the PFC or the appropriate workgroup (mainly the MRSW and the legal workgroup). This delegation approach by the Board is managed in a flexible and adaptative manner. The Board may assign authority to different levels or groups as determined by the deliberations of the Board in making this assignment. For example, the Board may delegate authority to the Executive Director with consultation from committees, workgroups, contractors, and subject matter experts. Other times the Board may delegate a decision to a committee or workgroup, with the Executive Director assisting with consensus building and support in developing information to assist in the decision. If the Board delegates decision-making authority to a committee or workgroup, and consensus cannot be achieved, the committee or workgroup may decide to take the matter back to the Board or defer to voting by participants based on one vote per participating jurisdiction. While this document addresses potential decision-making situations that would require voting, it is extremely rare for assigned workgroups or committees to resort to voting to resolve controversial decisions (or the Board). Consensus remains the standard for making decisions to moves the work of the Association forward.

In accordance with the ongoing commitment to consensus-building for all decisions, the following practices are currently used by committees and workgroups, for example here, the PFC and MRSW, in making decisions and recommendations related directly or indirectly to the re-examination. (This includes matters and decisions on any topic or project that the Board determines is a UNRBA initiative or program):

- When a matter before the PFC has reached a point that finding out the wishes of the participating member representatives is needed to move a decision toward resolution, votes or straw-polls are taken where one vote per participant is counted.
- This vote or straw-poll might take place because the PFC Co-Chair(s) calls for the action. Any participant can also request a straw poll or vote. The Executive Director may facilitate or encourage a vote or straw-poll to clarify the position of the Committee as a whole so the decision can move toward resolution.
- Recommendations made by the PFC are presented to the Board as guidance and summarized at the subsequent Board meeting through status presentations and discussion. It is left to the PFC members to brief their Board Directors and Alternates prior to the item being presented to the Board for consideration. The Executive Director provides a summary of the recommendation with the agenda for action items to be presented at the Board meeting. Committee members attending the Board meeting may also provide input.
- The Board may follow the recommendation of the PFC or develop a modified or alternate decision.

Workgroups, for example here, the MRSW, also follow the overall decision-making process that the UNRBA has used to this point.

- Decisions and recommendations made by the MRSW are presented to the PFC and described at the subsequent PFC meeting through status presentations and discussion.

- The PFC may adopt the recommendation of the MRSW, return the matter to the MRSW or the PFC for further evaluation, designate a sub-workgroup to conduct further evaluation of the matter before the issue is brought back to the PFC, or adopt an alternate or modified recommendation for presentation to the Board. However, it has been extremely rare for the PFC to override recommendations of the MRSW. Typically, if there are some specific concerns about a MRSW recommendation, it is returned to the Workgroup for additional consideration and brought back to the PFC at a later time.
- The PFC can always elevate a decision to the Board for consideration and resolution without a specific recommendation.

Communication Flow and Expectations

The UNRBA is a public organization that promotes transparency and information sharing in all of its decision-making processes. All meetings of the UNRBA are open to public attendance, and in most cases, the UNRBA allows input from non-member participants, including Board meetings. The flow of information across multiple levels of the Association's organization is critical to the UNRBA making decisions that are well informed and benefit the Association as a whole.

The following lines of communication and operational principles are essential in supporting successful decision making:

- UNRBA meetings are open to participation from external stakeholders who are invited to share in the discussion and often assist with review, providing input on draft materials under development by committees and workgroups. This open dialogue with external stakeholders is valuable to the UNRBA. Opportunities for input from external individuals and groups include communication with the Executive Director; providing input to member representatives; participating in the review of working materials; and participation at meetings, workshops, and forums.
- Members of workgroups and committees make every effort to actively engage in discussions and decision making. Remote access options are provided to support participation from as many member representatives as possible.
- Members of workgroups, committees, and the Board commit to providing input on all decisions, particularly controversial ones, and remain committed to reaching consensus through discussion with other members and within their own jurisdictions.
- Workgroups and committees inform the Executive Director if they need input from subject matter experts, additional information, or resources to support their participation. The Executive Director assists in meeting these needs.
- Workgroups provide guidance and recommendations to the PFC through status updates and email communications.
- The PFC and Executive Director provide guidance and recommendations to the Board through status updates and email communications.
- PFC members inform and brief their Board Directors and Alternates about recent developments and upcoming decisions with a focus on upcoming action items for the Board. PFC and workgroup members are responsible for letting the Executive Director know if they

need additional materials or information to assist their communication with Directors and Alternates

- Board Directors and Alternates should also let the Executive Director and the committee and workgroup members know if they need additional information to assist in developing their decision.
- Board members and PFC members keep local government decision makers apprised of the activities and decisions of the Association.
- Board members and PFC members provide feedback from their home organization during UNRBA status meetings to keep other members apprised of concerns across the Association.
- Board members work within their home organization to understand the types of decisions that the Board has the authority to make and those that need to be elevated to the local-level decision makers.
- The Executive Director provides organizational support, input, and recommendations to the Board and all committees and workgroups.
- The Executive Director, with support from Subject Matter Experts and consultants, supports the information sharing required for the Board to make informed decisions.
- The Executive Director, with support from Subject Matter Experts and consultants, supports information sharing with local government elected officials and decision makers at the request of PFC and Board members.

Potential Issues Regarding the Current Decision-Making Process Used by the UNRBA

In its evaluation of the UNRBA Decision Framework, the PFC identified potential issues that should be monitored, particularly as the PFC moves through the re-examination process. The PFC may recommend revisions to the current decision-making process in the future as needed. These recommendations would be reviewed and acted on by the Board before any changes become final.

Committee and workgroup membership: Some jurisdictions have multiple representatives at committee and/or workgroup meetings. Member representatives have expressed that they simultaneously value the participation of all representatives but want to ensure all members have an equal voice in decision making. The shared goal of reaching consensus has made it possible to function in a collaborative way. In order to make sure that both of these characteristics are maintained, committee and workgroup chairs and participants, as well as the Executive Director, will monitor participation by individual members and ensure that all voices are being heard. If specific concerns arise, the Executive Director will coordinate with the chairs of the committees and address accordingly. Revisions to the decision-making process may be recommended by the PFC and acted on by the Board in the future if needed to further the work of the Association and ensure that decisions are made in a fair and equitable manner.

Failure to reach consensus: There is currently not a written, formalized process that addresses how a committee or workgroup should make decisions when consensus cannot be reached. To date, this has not been a significant issue: consensus has consistently been achieved. As a general principle of this framework, if a decision cannot be made by consensus within a committee or workgroup, the Executive Director would elevate the decision to the Board along with a report from the committee or

workgroup with their consideration of the matter. Where consensus cannot be reached in a workgroup, the Executive Director would bring the issue to the PFC initially to resolve the issue. If the PFC cannot reach consensus, the decision would be elevated to the Board. The following process may be used to work through decisions when consensus cannot be achieved at a certain level:

- If time allows, it is preferable for the committee or workgroup to continue discussions and consider additional information with a goal to achieve consensus prior to presenting a recommendation to the Board.
- If consensus cannot be achieved and a decision by the Board is required by a date certain, the dissenting members of a committee or workgroup have the option to present a minority opinion to the Board or committee to which they report. To date, formal minority reports from members have not been submitted.
- In the interest of schedule, a special Board meeting (in person or via conference call) may be called to expedite decisions.
- At Board meetings, the Executive Director typically summarizes the discussions that have occurred at committee or workgroup meetings and presents a recommendation to the Board. Members of committees and workgroups have the opportunity to comment on the Executive Director's summary and provide additional input for consideration by the Board.
- Dissenting members may also request that they, or a representative, present the minority opinion to the Board. These members should inform the Executive Director and the committee chairs when this approach is preferred so Executive Director can integrate this presentation into the Board meeting.
- While there have not been formal minority reports to the Board from the committee or workgroup members to date, there have been occasions when external stakeholders offer comments during meetings that may disagree with the recommendation of the committee or workgroup. The UNRBA values input from interested parties and considers these opinions as it makes decisions.
- In the event of a minority report or other issue limiting the ability of the Board to make a decision, the Board may direct the committee or workgroup to evaluate additional information and revisit its recommendation.
- Members of committees or workgroups that wish to submit a minority opinion may do so by providing verbal or written comments to the Executive Director for inclusion in the summary to the Board. The Executive Director may, if time allows, distribute this information to the Board prior to the meeting or provide a summary during the Board meeting. In the interest of preparing for Board meetings, members wishing to submit a minority opinion are encouraged to do so during the committee or workgroup meeting where the issue is being discussed, or shortly thereafter.

Examples of Upcoming Decisions and Potential Workflow to Support Board Decisions

During the first facilitated meeting of the PFC for the Decision Framework development process on October 1, the participants discussed some examples of upcoming decisions that would indirectly or directly affect the re-examination. Other examples were listed on sticky notes that were compiled at

the end of the meeting. These additional decisions will be reviewed by the MRSW and the PFC to inform their processes moving forward.

Table 1 list examples of upcoming decisions that were discussed during the October 1, 2019 meeting. It also describes the information evaluated so far and the anticipated workflow in terms of committees, workgroups, and Board involvement to further the discussion and decision making. Table 1 also includes an anticipated deadline for each example. This should not be considered an exhaustive list of upcoming decisions nor a firm requirement for how decisions will be made. The Board, with input from its committees and workgroups, the Executive Director, subject matter experts, and consultants, will decide the workflow, required information, and schedule for decisions as the UNRBA moves through the re-examination.

Table 1. Examples of Upcoming Decisions, Expected Workflows, and Anticipated Deadlines for Board Action

| Example Decision | Information Considered Thus Far | Additional Information Needed | Potential Workflow | Anticipated Deadline |
|---|--|--|--|---------------------------------|
| Approval of the UNRBA Decision Framework Evaluation | The PFC discussed using the Bylaws as the basis for this framework at the October 1, 2019 PFC meeting. During the November 5, 2019 meeting, the PFC discussed potential issues to monitor and revise as needed to support the goals and work of the Association. | Contractors are compiling information on decision making authority and processes and identifying concerns. | <p>Refinements to the Framework have been incorporated based on the PFC discussions in October and November. These were provided to the PFC for final review and possibly approval at the December 3, 2019 PFC meeting.</p> <p>A final framework will be provided to the Board ahead of their January Board meeting for review and potential approval.</p> | January 15, 2020 Board Meeting |
| Continuing or discontinuing the Transitional Monitoring | Scope and costs for several options for the program. | Feedback from member organizations on the importance of the program. | <p>PFC to discuss member feedback at the November 5, 2019 PFC meeting.</p> <p>PFC to present recommendation to the Board.</p> | November 20, 2019 Board Meeting |
| Pursuit of an interim alternative implementation approach (IAIA) for Stage I ED | <p>Conceptual level framework circulated to internal and external stakeholders.</p> <p>Refinements to “strawman” made in response to comments based on IAIA Workgroup discussion on October 8, 2019.</p> | Cost of IAIA relative to member-derived costs of compliance under Stage I Existing Development Rules. | <p>IAIA Workgroup to review revised strawman and provide input via email.</p> <p>Revised strawman to be distributed to the PFC ahead of the November 5, 2019 PFC meeting.</p> <p>More detailed program description to be developed by the IAIA Workgroup for</p> | January 15, 2020 Board Meeting |

| Example Decision | Information Considered Thus Far | Additional Information Needed | Potential Workflow | Anticipated Deadline |
|-------------------------------------|--|---|---|----------------------------------|
| | | | <p>submission to the PFC ahead of their January 7, 2020 PFC meeting or a Special Topic PFC meeting.</p> <p>PFC to present recommendation to the Board at the January 15, 2020 Board meeting.</p> | |
| <p>Selecting modeling scenarios</p> | <p>Internal and external stakeholders have provided input on some model scenarios.</p> <p>Models have been developed to allow flexibility in responding to stakeholder concerns.</p> | <p>After the models are developed and calibrated, preliminary modeling scenarios will be run to test effects of nutrient load reductions.</p> | <p>Conduct additional technical stakeholder meetings to secure input from internal and external stakeholders. Conduct additional regulatory forums to seek input from jurisdictional leaders.</p> <p>PFC to guide contractors in preliminary load reduction scenarios and review output; MRSW to guide how scenarios are configured in the models.</p> <p>PFC to recommend additional load reduction scenarios for evaluation using the double triangle to guide decision making; MRSW to guide how scenarios are configured in the models.</p> | <p>Early in fiscal year 2022</p> |

| Example Decision | Information Considered Thus Far | Additional Information Needed | Potential Workflow | Anticipated Deadline |
|--|--|---|---|----------------------------|
| Segmenting Falls Lake for compliance assessment | UNRBA subject matter experts have compiled information and presented to the PFC, Board, and DEQ staff and offered comments to the EMC. | After models are developed and calibrated for both hydrology and water quality, analysis of model output will provide additional information on lake segmentation and the behavior of the lake. | <p>Modelers to work with PFC and subject matter experts to determine appropriate summary statistics and analyses to inform the decision on lake segmentation.</p> <p>Seek input from outside stakeholders and DWR to both guide the development of the segments and secure a significant level of agreement on the need of an updated segmentation for the lake’s 303(d) evaluation.</p> <p>A workgroup may be convened to further this discussion and provide a recommendation to the Board.</p> | Fiscal year 2022 |
| Evaluation of site-specific chlorophyll-a standard(s) for Falls Lake | UNRBA subject matter experts have compiled information and presented to the PFC, Board, and DEQ staff and offered comments to the EMC. | After models are developed and calibrated for both hydrology and water quality, analysis of model output will provide additional information to evaluate alternative chlorophyll-a standards. | <p>Modelers to work with PFC and subject matter experts to determine appropriate summary statistics and analyses to inform the decision on chlorophyll-a standards. Input from stakeholders and DWR will be sought to inform this process.</p> <p>A workgroup may be convened to further this discussion and provide a recommendation to the Board.</p> | Fiscal years 2022 and 2023 |

| Example Decision | Information Considered Thus Far | Additional Information Needed | Potential Workflow | Anticipated Deadline |
|--|--|---|---|-----------------------------------|
| <p>Alternatives to put into the “tool box” for implementation and compliance (i.e., practices)</p> | <p>UNRBA crediting documents, DEMLR stormwater crediting manual, DWR credit practices (in progress and approved), IAIA strawman.</p> | <p>After models are developed and calibrated for both hydrology and water quality, they will be used to evaluate different management actions in the watershed and the lake and to inform a revised strategy for implementation and compliance.</p> | <p>Modelers to work with PFC and stakeholders to determine the management actions and framework for compliance to consider under the re-examination of Stage II.</p> <p>A workgroup may be convened to further this discussion and provide a recommendation to the Board.</p> | <p>Fiscal years 2022 and 2023</p> |