



MEMORANDUM

TO: SLDMWA Board of Directors, Alternates

FROM: Federico Barajas, Executive Director

DATE: March 10, 2022

RE: Update on Strategic Plan Implementation Progress

BACKGROUND

In April 2019, the San Luis & Delta-Mendota Water Authority Board of Directors adopted Strategic Plan goals and objectives. Staff then created an implementation plan, and brought the entire 2019 Strategic Plan, including implementation plan, to the Board for approval in July 2019. An update on Strategic Plan implementation progress was last provided at the February 2021 Board of Directors meeting. This memorandum provides a 2022 update on Strategic Plan implementation progress for the March 2022 Board meeting. No Board action is required.

1. Strategic Plan Goals and Objectives

The Strategic Plan includes the following goals and objectives:

1	GOAL: Optimize Water Supplies
1.1	OBJECTIVE: Support member agencies in optimizing water supplies.
1.2	OBJECTIVE: Engage in regulatory, legislative, legal, and administrative forums in support of member agencies to optimize water supply consistent with policies and strategies adopted by the Board.
2	GOAL: Improve Governance and Policy Direction
2.1	OBJECTIVE: Board provides consistent and clear policy direction.
2.2	OBJECTIVE: Policy is established through Board action after informed deliberation.
2.3	OBJECTIVE: Policy direction is based on informed deliberation of the Board.
3	GOAL: Staff Resources Are in Place to Implement Board Goals and Priorities
3.1	OBJECTIVE: Executive Director provides leadership on water policy and operation and maintenance (O&M), assists the Board, manages staff, and implements priorities.
3.2	OBJECTIVE: Staff has skills, experience, and resources to accomplish the Board's goals and priorities.
3.3	OBJECTIVE: Staff is motivated, trained, and working together effectively to meet the goals and priorities of the Authority under the leadership of the Executive Director.
4	GOAL: Effective Operations
4.1	OBJECTIVE: Operate and maintain facilities cost-efficiently and reliably.
4.2	OBJECTIVE: Utilize O&M expertise to optimize operations.

4.3	OBJECTIVE: Plan and implement capital improvements with the longest reasonable planning horizon.
4.4	OBJECTIVE: O&M activities are planned and proactively implemented for the lowest cost and least disruption.
4.5	OBJECTIVE: Technology is used to lower costs and/or improve quality of O&M activities.
4.6	OBJECTIVE: Operations employees are fully trained and growing in skill and experience.
4.7	OBJECTIVE: Communicate effectively with member agencies and U.S. Bureau of Reclamation (USBR) on O&M issues and activities.
5	GOAL: Increase Scientific and Technical Credibility and Influence
5.1	OBJECTIVE: Relevant policy positions are informed by sound science.
5.2	OBJECTIVE: Maximize the effectiveness, influence, and cost-effectiveness of the Science Program by collaborating with science programs of members and others.
5.3	OBJECTIVE: Support and coordinate scientific studies and communicate about them in a way that ensures credibility of the results.
6	GOAL: Effective Communication and Engagement with Key Parties
6.1	OBJECTIVE: Key parties understand the Authority's role in representing its member agencies.
6.2	OBJECTIVE: The Authority supports its member agencies through effective representation of common positions.
6.3	OBJECTIVE: The Authority effectively engages with member agencies and key parties.
6.4	OBJECTIVE: The Authority understands the perspectives of other key parties.
6.5	OBJECTIVE: Support collaborative programs to educate the broader public in California about key issues important to the Authority.
6.6	OBJECTIVE: Ensure home boards are kept up-to-date and supportive of the organization's direction.
7	GOAL: Finances Are Well Understood and Supported by the Board
7.1	OBJECTIVE: Maintain a cost allocation for the Activity Budget supported by the Authority's member agencies.
7.2	OBJECTIVE: Maintain and demonstrate effective cost control.
7.3	OBJECTIVE: Directors, committee members, and member agencies understand Authority finances.
7.4	OBJECTIVE: Board is in control of the Authority's finances.
7.5	OBJECTIVE: Financial planning and reporting extend to the longest practical and beneficial time horizon.

2. Implementation Plan

Following Board adoption of the Strategic Plan goals and objectives, staff broke down the various objectives into a number of implementation actions, including internal deadlines, staff leads, and information regarding recurrence. Staff uses the full implementation plan to manage and track Strategic Plan activities. The implementation plan is reviewed annually to identify additional priority items for the upcoming Fiscal Year.

Thirteen implementation actions were initially identified as "High Priority." High Priority actions were defined as "must do" actions that were not receiving adequate attention from staff due to inadequate resources. High Priority actions could also be new or additional efforts for staff to undertake to fulfill a critical goal or objective. For Fiscal Year 2022, the High Priority action list was updated to include

fifteen new items that are summarized in **Attachment 1** to this memorandum, which provides an update on the status of all High Priority actions.

For FY23, staff revised the list of existing High Priority actions to retain some previously identified items and add others. The revised High Priority action list for FY23 includes the following items:

- 1.1.4 (FY21) Seek funding for infrastructure investment that provides benefits to all member agencies (new and/or improved storage above and below ground and conveyance)
- 2.2.1 (FY23) Improve processes for informing the Board on policy issues.
- 2.2.3 (FY23) Establish process for effective management of Activity Agreements.
- 3.2.2 (FY23) Maintain a succession plan for key staff.
- 3.3.1 (FY22) Ensure staff is well managed, motivated and working effectively in each office location.
- 4.1.2 (FY21) Develop and implement master annual work schedule.
- 4.1.4 (FY22) Select and implement a document management system.
- 4.3.2 (FY22) Improve cost estimates of each project identified in the 10-year Plan.
- 5.2.1 (FY21) Evaluate and consider changes to the Science Program.
- 6.6.1 (FY22) Attend member agency Board meetings.
- 7.1.1 (FY21) Review Leg Ops cost allocation for any changes to allocation methodology.
- 7.1.4 (FY23) Refine Activity Budget timeline.
- 7.1.6 (FY23) Regularly evaluate the necessity of existing Activity budget funds.
- 7.2.2 (FY23) Transition to a full electronic/automated financial & accounting system.
- 2021.1 (FY22) Increase efforts of implementing record retention and destruction policy.

ATTACHMENT 1

Goal 1. OPTIMIZE WATER SUPPLIES.		
Objective 1.1 Support member agencies in optimizing water supplies.		
ONGOING	1.1.3 HIGH: Advocate for earlier and adequate contract allocations.	Established SOD Ops calls with USBR. Working with Reclamation re: monthly allocation updates
ONGOING	1.1.4 HIGH: Seek funding for infrastructure investment that provides benefits to all member agencies (new and/or improved storage above and below ground and conveyance)	Secured funding from USBR for DCI Pumps & DMC Investigation. Congress provided \$3 million to study how to mitigate subsidence along the DMC. Currently pursuing other funding opportunities.
Objective 1.2 Engage in regulatory, legislative, legal, and administrative forums in support of member agencies to optimize water supply consistent with policies and strategies adopted by the Board.		
ONGOING	1.2.2 FY22 HIGH: Establish regular coordination meetings with local, state, and federal regulatory entities, water agency partners, and non-governmental organizations, as appropriate.	Initiated regular coordination meetings with Reclamation, FWS, and State Water Board, and monthly meetings with GMs.
ONGOING	1.2.5 FY22 HIGH: Formulate and implement legal strategy during budget preparation process and keep Board updated.	Legal strategy formulated during FY23 budget preparation process and reviewed with Board; will review annually.
Goal 2. IMPROVE GOVERNANCE AND POLICY DIRECTION.		
Objective 2.1 Board provided consistent and clear policy direction.		
COMPLETE	2.1.2 HIGH: Evaluate changes to Board structures and roles of divisions.	Changes considered in process of adopting Bylaws; will review annually.
COMPLETE	2.1.3 FY22 HIGH: Evaluate changes to governance documents and/or Board policies.	Bylaws adopted in April 2022; various policies adopted between 2019-2021. Will continue to evaluate policies on regular basis.
Objective 2.2 Policy is established through Board action after informed deliberation.		
COMPLETE	2.2.2 HIGH: Establish policy and process for timely engagement on legislation.	Bylaws adopted in April 2022 include policy/process for legislative engagement.
Goal 3. STAFF RESOURCES ARE IN PLACE TO IMPLEMENT BOARD GOALS AND PRIORITIES.		
Objective 3.2 Staff has skills, experience, and resources to accomplish the Board's goals and priorities.		
COMPLETE	3.2.1 HIGH: Evaluate organizational structure and implement appropriate changes.	Initial Staffing Resource Analysis and proposed reorganization completed in FY21. Evaluations will occur on regular basis going forward.
COMPLETE	3.2.4 HIGH: Assess the need to create and fill new key policy positions.	Staffing Resource Analysis completed and proposed reorganization and additional staffing approved in FY21 O&M and Activity Budget.

Objective 3.3 Staff is motivated, trained, and working together effectively to meet the goals and priorities of the Authority under the leadership of the Executive Director.		
ONGOING	3.3.1 FY22 HIGH: Ensure staff is well managed, motivated and working effectively in each office location.	COVID-19 has been most challenging for workforce but management is doing everything it can to keep staff motivated.
ONGOING	3.3.2 FY22 HIGH: Identify additional training opportunities with JPIA and other member agencies.	Working to incorporate this as part of annual performance reviews; turnover-associated training needs also addressed as needed.
Goal 4. EFFECTIVE OPERATIONS.		
Objective 4.1 Operate and maintain facilities cost-efficiently and reliably.		
IN PROGRESS	4.1.1 FY22 HIGH: Complete staff resource evaluation to determine appropriate staffing needs.	Completed analysis for Engineering/ Maintenance and Finance staff; changes implemented in FY21 and FY22. Additional staffing needs to be assessed during FY23, including EO&M positions and Water Resources Engineer.
IN PROGRESS	4.1.2 HIGH: Develop and implement master annual work schedule.	General O&M Calendar has been prepared. Staff will develop the annual work schedule using Microsoft Project.
INITIATED	4.1.4 FY22 HIGH: Select and implement a document management system.	Initiated in FY22; targeted completion by end of 2022.
IN PROGRESS	4.1.5 FY22 HIGH: Select and implement a drawing management system in coordination with US Bureau of Reclamation.	Draft Drawing Management Plan was submitted to USBR in early 2020. USBR has generally accepted the plan. SLDMWA and USBR staff will work together to finalize the drawing management plan.
Objective 4.3 Plan and implement capital improvements with the longest reasonable planning horizon.		
IN PROGRESS	4.3.2 FY22 HIGH: Improve cost estimates of each project identified in the 10-year Plan.	Staff plans to pursue additional support from USBR (or Engineering Consultant) to develop more detailed Scope of Work and generate accurate cost estimates.
Objective 4.4 O&M activities are planned and proactively implemented for the lowest cost and least disruption.		
COMPLETE	4.4.3 HIGH: Update Authority purchasing policy to increase the dollar thresholds for more efficient project completion.	Completed and approved by BOD in May, 2020.
Objective 4.7 Communicate effectively with member agencies and U.S. Bureau of Reclamation (USBR) on O&M issues and activities.		
ONGOING	4.7.1 HIGH: Meet annually with member agency operations staff.	Occurs as needed and at least annually during O&M Technical Committee budget process.

Goal 5. INCREASE SCIENTIFIC AND TECHNICAL CREDIBILITY AND INFLUENCE.		
Objective 5.1 Relevant policy positions are informed by sound science.		
ONGOING	5.1.2 FY22 HIGH: Regularly update the Board on Science Program outcomes and important studies.	Staff provides monthly Board packet material on Science Program. Additionally, staff anticipates adding quarterly briefings on key Science Program work.
Objective 5.2 Maximize the effectiveness, influence, and cost-effectiveness of the Science Program by collaborating with science programs of members and others.		
ONGOING	5.2.1 HIGH: Evaluate and consider changes to the Science Program.	The Science Program has been structured around 4 key goals: (1) Technical Support for Authority Activities, (2) Technical Research, (3) Biological Opinion Implementation Support, and (4) Scientific Communications.
Objective 5.3 Support and coordinate scientific studies and communicate about them in a way that ensures credibility of the results.		
IN PROGRESS	5.3.2 FY22 HIGH: Develop a communications plan in conjunction with all science studies (see 6.1.).	Staff is working with consultants to include communications components in science projects/studies.
Goal 6. EFFECTIVE COMMUNICATION AND ENGAGEMENT WITH KEY PARTIES.		
Objective 6.1 Key parties understand the Authority's role in representing its member agencies.		
COMPLETE	6.1.1 HIGH: Develop an internal and external communications plan.	Communications Plan was completed and approved by the Board. Staff implementing internal and external Communications Plan Actions.
Objective 6.2 The Authority supports its member agencies through effective representation of common positions.		
COMPLETE	6.2.1 FY22 HIGH: Develop and adopt a policy on common interests (legislation, programs, etc.).	Staff has implemented a consistent process for engaging in common interests, e.g. legislative activity, communications messaging, and IRWM/SGMA project advancement.
Objective 6.6 Ensure home boards are kept up-to-date and supportive of the organization's direction.		
ONGOING	6.6.1 FY22 HIGH: Attend member agency Board meetings.	Ongoing implementation.
Goal 7. FINANCES ARE WELL UNDERSTOOD AND SUPPORTED BY THE BOARD.		
Objective 7.1 Maintain a cost allocation for the Activity Budget supported by the Authority's member agencies.		
ONGOING	7.1.1 HIGH: Review Leg Ops cost allocation for any changes to allocation methodology.	Series of workshops scheduled throughout 2022.

Objective 7.2 Maintain and demonstrate effective cost control.		
COMPLETE	7.2.1 HIGH: Complete all outstanding financial statement audit requirements.	Completed in 2020.
INITIATED	7.2.4 FY22 HIGH: Establish year-end financial audit completion schedule.	Initiated effort in FY22; staff will complete this as preparations begin for the FY22 Audit.
INITIATED	7.2.5 FY22 HIGH: Streamline audit preparation process.	Initiated effort in FY22; staff will complete this as preparations begin for the FY22 Audit.
MISCELLANEOUS GOALS		
INITIATED	2021.1 FY22 HIGH: Increase efforts of implementing record retention and destruction policy.	Initiated effort in FY22; planned area of focus during 2022.