



MEMORANDUM

TO: SLDMWA Board of Directors, Alternates

FROM: Federico Barajas, Executive Director

DATE: July 11, 2019

RE: Board of Directors to Consider Adopting the 2019 Strategic Plan, including Implementation Plan

BACKGROUND

In 2018, the Authority hired outside consultant services to assist with the development of a Strategic Plan that would be used to implement and manage the strategic direction of the organization. Several workshops were held to brainstorm, develop and formulate key goals and objectives. Seven Goals and Objectives were presented and adopted by the Board on April 4, 2019. The Mission, Vision and Value Statements were presented and adopted by the Board on May 16, 2019.

Following these two actions by the Board, the Authority's management team and staff worked with the consultant to develop an Implementation Plan designed to meet the Authority's mission and the strategic goals and objectives. A Draft Implementation Plan was distributed to Board members for a 2-week review and comment period (comments were due June 21). The attached Implementation Plan document is a revised version that incorporates comments received and has been distributed as part of the pre-packet for Board review, consideration, and adoption. Additionally, the Implementation Plan has been incorporated in the enclosed multi-year Strategic Plan that is hereby presented to the Board for final approval.

ISSUE FOR DECISION

Whether the Water Authority should adopt the enclosed 2019 Strategic Plan, including Implementation Plan for the San Luis & Delta Mendota Water Authority.

RECOMMENDATION

We recommend the Board of Directors Adoption of the 2019 Strategic Plan, including Implementation Plan.



SAN LUIS & DELTA-MENDOTA WATER AUTHORITY 2019 STRATEGIC PLAN



Prepared by: Rauch Communication Consultants Inc.

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Federico Barajas, Executive Director

Frances Mizuno, Assistant Executive Director

Rebecca Akroyd, General Counsel

Sally Arambel, Director of Human Resources

Joyce Machado, Director of Finance

J. Scott Petersen, Director of Water Policy

Bob Martin, Planning & Engineering Manager

Paul Stearns, Operations & Maintenance
Manager

Lois Neishi, Information Systems/Asset Manager

Consultant

Martin Rauch, Managing Consultant

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Introduction

Purpose of the Plan

Planning is strategic when it helps move an organization forward from its current situation to its desired future.

This Strategic Plan is the San Luis & Delta-Mendota Water Authority's (Authority) highest-level planning document, and represents the Board's direction for the future.

It was developed through a process that included assessing the Authority's operating environment and identifying the Authority's strengths and weaknesses, as well as the opportunities and challenges facing the organization.

The resulting plan identifies the Authority's mission, vision, and core values, while providing a set of goals and objectives that serves as a framework for decision-making.

The Strategic Plan is also a practical working tool that provides clear direction to the staff regarding the Board's goals and objectives, and includes an Implementation Plan developed by the staff to meet those goals and objectives. As such, it is referred to regularly as a guide to Authority actions during the period covered.

To keep it fresh, the plan must be updated periodically and rolled forward so that there is always a multi-year guide to the future.

Strategic Planning Process

The strategic planning process is described below.

Initial Research

The project began with a review of background documents and 38 confidential one-on-one interviews with directors, alternates, and staff members. It also included interviews with representatives of outside organizations that work with and are familiar with the Authority, such as State Water Resources Control Board, California Waterfowl, State Water Contractors, Friant Water Authority, California Water Commission, Tehama Colusa Canal Authority, Association of California Water Agencies, and National Audubon Society.

Staffing Analysis

The Authority requested a staffing analysis be undertaken as part of the strategic planning process. Some initial analysis was done, but the Board later decided to focus on hiring a new executive director who would then complete a staffing analysis and plan.

Workshop Facilitation

The strategic planning process included four Board workshops, as well as review, comment, and approval of portions of the plan at several Board meetings. The workshops were conducted between June 7, 2018, and March 21, 2019.

Activity Budget Cost Allocation Ad Hoc Group Support

One important topic taken up in the strategic planning process was how Authority costs are allocated to its members. Because of the complexity and importance of this issue, an ad hoc Activity Budget Cost Allocation Group was formed to explore the issue and recommend changes to the Board. The consultant worked with staff to plan and facilitate four meetings of the ad hoc group, which developed a number of changes in the budget process that were later approved by the Board. The most substantial change was to rearrange the Administration budget so that the majority of general operating costs are allocated to the Operations & Management Budget. These changes spread costs more equitably across the membership and provided more clarity about costs. More work on cost allocation is planned under objective 7.1 and its attendant implementation actions.

Staff Implementation Planning

Once the policy portions of the plan were completed in the Board workshops, the Authority's management team and staff worked with the consultant to develop an Implementation Plan designed to meet the Authority's mission as well as the strategic goals and objectives developed by the Board.

Strategic Framework

The Strategic Plan is built from a series of logical components, described and shown in the graphic below.

Key Areas of Change. The Authority has effectively carried out its mission for decades. Periodically, the Board pauses to consider future challenges and opportunities as part of the strategic planning process. The resulting Strategic Plan focuses on actions and priorities that are critical to the Authority's future success.

Mission. The mission statement explains why the organization exists. It articulates the organization's essential work in a brief sentence or two.

Vision. The vision articulates what the organization will become at a given time in the future. It is the strategic target which, when achieved, fulfills the organization's mission. As such, it is at the heart of the strategic planning process.

Values. Values provide guidance when an organization is faced with challenging decisions that require trade-offs. Values are set by the Board, govern attitudes and behaviors, and generally remain constant over time.

Goals. Goals describe broad, primary areas of management, operations, and planning that need to be addressed in order to accomplish the mission. Goals are not connected to timelines.

Objectives. Objectives are specific directions, established by the Board, which expand upon and refine the goals. There may be multiple objectives for each goal. Objectives are SMART: Specific, Measurable, Attainable, Related to Goals, Time Certain.

Implementation Plan. The Implementation Plan contains measurable actions required to accomplish the mission, goals, and objectives. The actions in the plan are assigned to individuals or departments and have precise timetables. There may be multiple tasks for each objective.



Strategic Plan

Mission

The Mission of San Luis & Delta-Mendota Water Authority is to: operate the Delta-Mendota Canal and related facilities reliably and cost-effectively, and support member agencies in restoring and protecting adequate, affordable water supplies for agricultural, municipal and industrial, and environmental uses.

Vision

Assured, adequate, reliable, and affordable water supplies for the agricultural, environmental, municipal, and industrial communities served by member agencies within San Joaquin, San Benito, and Santa Clara Valleys.

Cost-effective and reliable delivery of water to member agencies and other Central Valley Project water users we serve.

Effective engagement in regulatory, judicial, legislative, and environmental arenas as well as projects and programs that support the policies and strategies of member agencies.

Respected leader and valued partner in the California water community, helping to achieve the shared goals of our member agencies and the common good.

Diverse and engaged Board and membership, together with a highly trained, motivated, and capable staff to achieve the shared goals of member agencies.

Core Values

The Water Authority Board and staff are committed to and guided by the following core values in everything we do:

People First – *Our employees are our most valued resource. They are known for their character, commitment, competence, and loyalty. We provide opportunities for personal growth and celebrate individual and team accomplishments.*

Safety – *We believe safety must be the forefront of all our decision-making.*

Honesty and Integrity – *We demonstrate honesty and integrity every day by practicing the highest ethical standards and by ensuring that our actions follow our words.*

Accountability – *We acknowledge that both the Board and staff of the Water Authority are accountable to member agencies and water users that we serve, as well as to each other.*

Courage – *We are committed to facing tough issues and doing what it takes to get the job done.*

Transparency – *We listen to our member agencies and communicate openly about our policies, processes, and plans for the future.*

Teamwork – *We work together by sharing information and resources to achieve common goals.*

Respect – *We treat every person with dignity and civility, value differences, and recognize individual abilities and contributions.*

Goals, Objectives, and Summary of the Implementation Plan

Key Areas of Change. This Strategic Plan focuses only on key areas where there is change or a desire for additional clarity of direction. Numerous existing and ongoing initiatives, programs, and actions are not incorporated into this Plan.

Priorities. The notation “(High)” after an action indicates a high-priority action. A high priority is defined as a “must do” that is not receiving adequate attention from staff due to inadequate resources. It may also be a new or additional effort for staff to undertake to fulfill a critical goal or objective. Some actions are urgent in terms of timing but are not necessarily a high priority.

Timing. Goals and objectives marked “annually” or “ongoing” will be reported on at least once each year in January. This will allow the Executive Director to use the feedback received from the Board when preparing the new fiscal year budget.

Implementation. Staff developed a complete set of initiatives to implement the goals and objectives. The implementation actions are summarized on the following pages, indicated by third-level numbering such as 1.1.1 with non-bold type. The verb “continue” is used to indicate an implementation action that is already underway and may require more intense effort.

GOAL 1: Optimize Water Supplies

OBJECTIVE 1.1: Support member agencies in optimizing water supplies.

- 1.1.1 Implement new actions to operate Central Valley Project facilities efficiently, reliably, and cost-effectively.
- 1.1.2 Develop potential partnerships in seeking additional low-rate water supplies.
- 1.1.3 Advocate for earlier and adequate contract allocations. (High)
- 1.1.4 Seek funding for infrastructure that provides benefits to all member agencies. (High)

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.

- 1.2.1 Establish key priorities during budget preparation for the following fiscal year for Board review and approval.
- 1.2.2 Coordinate with local, state, and federal regulatory entities, water partners, and NGOs.
- 1.2.3 Proactively engage in regulatory and administrative processes.
- 1.2.4 Proactively participate in state and federal legislative affairs.
- 1.2.5 Formulate and implement legal strategy and keep Board updated.
- 1.2.6 Coordinate engagement in legal forums with member agency legal counsel.

GOAL 2: Improve Governance and Policy Direction

OBJECTIVE 2.1: Board provides consistent and clear policy direction.

- 2.1.1 Evaluate changes to meeting procedures.
- 2.1.2 Evaluate changes to Board structures and the role of divisions. (High)

- 2.1.3 Evaluate changes to governance documents and/or Board policies.
- 2.1.4 Update Board and Committee member orientation.
- 2.1.5 Formulate and implement Board education and training.
- 2.1.6 Develop and conduct annual Board governance review.

OBJECTIVE 2.2: Policy is established through Board action after informed deliberation.

- 2.2.1 Improve processes for informing the Board on policy issues.
- 2.2.2 Establish policy for timely engagement on legislation. (High)
- 2.2.3 Establish process for effective management of Activity Agreements.

OBJECTIVE 2.3: Policy direction is based on informed deliberation of the Board.

- 2.3.1 Actions undertaken for 2.2 will fulfill this objective.

GOAL 3: Staff Resources Are In Place to Implement Board Goals and Priorities

OBJECTIVE 3.1: Executive Director provides leadership on water policy and operation and maintenance (O&M), assists the Board, manages staff, and implements priorities.

- 3.1.1 Provide clear direction to staff on key priorities.
- 3.1.2 Engage on key local, state, and federal water policy issues.
- 3.1.3 Identify appropriate level of staff support for Committee and Board meeting preparation.

OBJECTIVE 3.2: Staff has skills, experience, and resources to accomplish the Board's goals and priorities.

- 3.2.1 Evaluate organizational structure and implement appropriate changes. (High)
- 3.2.2 Maintain a succession plan for key staff.
- 3.2.3 Assess and improve management of consultants.
- 3.2.4 Assess need to create and fill new key positions. (High)

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.

- 3.3.1 Ensure staff is well managed, motivated, and working effectively in each office location.
- 3.3.2 Identify additional training opportunities with JPIA and other member agencies.

GOAL 4: Effective Operations

OBJECTIVE 4.1: Operate and maintain facilities cost-efficiently and reliably.

- 4.1.1 Complete staff resource evaluation to determine appropriate staffing needs.
- 4.1.2 Develop and implement master annual work schedule. (High)
- 4.1.3 Replace Oracle with new Computerized Maintenance Management System (CMMS) with integrated enterprise asset management (EAM).
- 4.1.4 Select and implement a document management system.
- 4.1.5 Select and implement a drawing management system in coordination with US Bureau of Reclamation (Reclamation).

OBJECTIVE 4.2: Utilize O&M expertise to optimize operations.

- 4.2.1 Educate Operations staff on regulatory requirements.
- 4.2.2 Work with Lower DMC member agencies to improve forecasting of O’Neill operation/power needs.
- 4.2.3 Establish plan with Reclamation to install meters at unmetered turnouts.

OBJECTIVE 4.3: Plan and implement capital improvements with the longest reasonable planning horizon.

- 4.3.1 Continue to annually update plan for major rehabilitation, replacement, and upgrades for all facilities within the 10-Year EO&M Project Plan.
- 4.3.2 Improve cost estimates for each project identified in the 10-Year Plan.

OBJECTIVE 4.4: O&M activities are planned and proactively implemented for the lowest cost and least disruption.

- 4.4.1 Continue with annual O&M plans, budgets, and implementation.
- 4.4.2 Continue coordination with Reclamation on operations.
- 4.4.3 Update purchasing policy. (High)

OBJECTIVE 4.5: Technology is used to lower costs and/or improve quality of O&M activities.

- 4.5.1 Implement new water order/accounting program.
- 4.5.2 Develop a plan to convert flow meters for digital readouts on DMC.
- 4.5.3 Explore communication system options along DMC.

OBJECTIVE 4.6: Operations employees are fully trained and growing in skill and experience.

- 4.6.1 Develop comprehensive training plan.
- 4.6.2 Provide proper resources (time, budget, etc.) to ensure training is implemented.

OBJECTIVE 4.7: Communicate effectively with member agencies and Reclamation on O&M issues and activities.

- 4.7.1 Meet annually with member agency operations staff. (High)
- 4.7.2 Continue quarterly meetings with Reclamation South-Central California Area Office.

GOAL 5: Increase Scientific and Technical Credibility and Influence

OBJECTIVE 5.1: Relevant policy positions are informed by sound science.

- 5.1.1 Develop comprehensive list of science programs and studies.
- 5.1.2 Regularly update the Board on Science Program outcomes and outcomes of important studies.

OBJECTIVE 5.2: Maximize the effectiveness, influence, and cost-effectiveness of the Science Program by collaborating with science programs of members and others.

- 5.2.1 Evaluate and consider changes to the Science Program. (High)
- 5.2.2 Identify opportunities for collaboration with external science programs.
- 5.2.3 Evaluate need for on-staff technical expertise to engage in scientific forums.

OBJECTIVE 5.3: Support and coordinate scientific studies and communicate about them in a way that ensures credibility of the results.

- 5.3.1 Research opportunities to support studies that inform key priorities.
- 5.3.2 Develop a communications plan in conjunction with all science studies (see 6.1.1).
- 5.3.3 Implement relevant sections of the communications plan developed in 6.1.1.

GOAL 6: Effective Communication and Engagement with Key Parties

OBJECTIVE 6.1: Key parties understand the Authority's role in representing its member agencies.

- 6.1.1 Develop an internal and external communications plan. (High)
- 6.1.2 Implement relevant sections of the communications plan developed in 6.1.1.

OBJECTIVE 6.2: The Authority supports its member agencies through effective representation of common positions.

- 6.2.1 Develop and adopt a policy on common interests (legislation, programs, etc.).
- 6.2.2 Implement relevant sections of the communications plan developed in 6.1.1.

OBJECTIVE 6.3: The Authority effectively engages with member agencies and key parties.

- 6.3.1 Implement relevant sections of the communications plan developed in 6.1.1.
- 6.3.2 Increase community economic development.

OBJECTIVE 6.4: The Authority understands the perspectives of other key parties.

- 6.4.1 Conduct regular meetings with member agencies and other key parties (including but not limited to: State Water Contractors, Friant Water Authority and environmental NGOs).
- 6.4.2 Implement relevant sections of the communications plan developed in 6.1.1.

OBJECTIVE 6.5: Support collaborative programs to educate the broader public in California about key issues important to the Authority.

- 6.5.1 Assess opportunities to improve communications in collaboration with external programs.
- 6.5.2 Implement relevant sections of the communications plan developed in 6.1.1.

OBJECTIVE 6.6: Ensure home boards are kept up-to-date and supportive of the organization's direction.

- 6.6.1 Attend member agency Board meetings.
- 6.6.2 Implement relevant sections of the communications plan developed in 6.1.1.

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.

- 7.1.1 Review Leg Ops cost allocation for any changes to allocation methodology. (High)
- 7.1.2 Implement management best practices for tracking Activity Budget and actual expenditures.
- 7.1.3 Perform end-of-year assessment and identify any "lessons learned" for the following fiscal year.
- 7.1.4 Refine Activity Budget timeline.

7.1.5 Actively engage member agencies in budget formulation process in advance of new fiscal year.

7.1.6 Regularly evaluate the necessity of existing Activity Budget funds.

OBJECTIVE 7.2: Maintain and demonstrate effective cost control.

7.2.1 Complete all outstanding financial statement audits. (High)

7.2.2 Transition to a full electronic/automated financial and accounting system.

7.2.3 Review internal controls for checks and balances and cost controls.

7.2.4 Establish year-end financial audit completion schedule.

7.2.5 Streamline audit preparation process.

OBJECTIVE 7.3: Directors, Committee members, and member agencies understand Authority finances.

7.3.1 Continue providing timely financial updates.

7.3.2 Schedule special financial presentations as appropriate.

OBJECTIVE 7.4: Board is in control of the Authority's finances.

7.4.1 Streamline current Board/Committee financial/accounting reports.

OBJECTIVE 7.5: Financial planning and reporting extend to the longest beneficial time horizon.

7.5.1 Explore alternative funding sources for future projects and activities.

7.5.2 Establish working relationships with appropriate financial institutions on financing options.

7.5.3 Maintain financial position to enable Moody's credit rating AA.

Implementing the Plan

Monitoring, Implementation, and Oversight Actions

The Authority will take the following steps to ensure that the Plan is implemented and results are achieved:

- The Authority will publish the Mission, Vision, Values, Goals, and Objectives on posters and handouts and display them around the Authority.
- Staff will incorporate the Mission, Vision, Values, Goals, and Objectives into the employee handbook, as well as orientation and training materials for new employees and Board and Committee members.
- Executive Director will present the Strategic Plan to the entire staff so they are familiar with it and can better undertake their individual roles in fulfilling it.
- The management and supervisory team will actively implement the Implementation Plan.
- The management team will establish a detailed spreadsheet to monitor and track Strategic Plan Goals and Objectives.
- Board committees will incorporate Strategic Plan monitoring as appropriate, and staff will provide an annual report to the entire Board on progress in implementing the plan.
- Staff will reference Strategic Plan items on Board meeting agendas as appropriate.
- The Board, with staff support, will review and update the Strategic Plan every three years and roll it forward.

Detailed Implementation Plan

A detailed Implementation Plan is being maintained in a separate spreadsheet by staff.

Appendix

Planning Process Expectations (from Workshop #1)

The participants were asked to share their agency's expectations for the strategic planning process, including the most important outcomes they wanted to achieve. The consultant divided the responses into categories for easier review.

Mission and Vision

- Vision of future challenges and solutions (7 participants commented)
- Mission of the Authority and focus on mission (5 comments)
- Role of Authority (2 comments)
- Vision and Mission

Services

- What services shall the Authority provide (3 comments)
- Desire to develop a consensus on Services (2 comments)
- Discuss/settle question of science services
- Ensure efficient delivery of services (2 comments)
- Apportionment of Costs (2 comments)

Goals and Objectives

- Develop long-term goals all can commit to
- Define priorities: who and how
- Stay united
- Identify the outlook of Authority by 2029
- How we can be assertive not defensive
- Narrow focus on "achievable" goals and objectives; also identify the policies and resources to achieve objectives

Others

- Improve interpersonal dynamics

Rating the Authority Today (from Workshop #2)

Before considering where the Authority wants to go in the future, it is important to understand where it is today. The group worked together to identify and rate a number of key features of the Authority as summarized below.

Each participant in the workshop was asked to rate various aspects of the Authority based on its current performance. Each participant selected aspects of the Authority to rate and graded them on a scale of 1 to 10 (10 being excellent). The average scores, along with the total number of votes in each category, are included at the top of each category.

Note that the individual comments summarized below are from March 2018. These comments do not necessarily represent views as of the date of this report or a consensus view of the Authority Board.

O&M. Operations staff is well organized and efficient. Facilities are very reliable. Repairs and replacements are well planned. Great proactive maintenance program. May be understaffed to keep up on planned maintenance. **Average: 9:** 10, 9, 9, 9, 9, 9, 9, 8

Water Supply. The Authority needs a big water supply goal, like 1 million acre-feet. The Authority takes a reactionary approach to water supply impacts. Sometimes Authority only tracks issues and does not engage. Need to be more proactive and engage in legislation, etc. Water transfers provide a critical source of water in some years. **Average 6.5:** 8, 5

Staff and Culture. Strong, competent and loyal staff with collegiality. They are recognizing the changing face of the workforce before it negatively affects culture. Strong staff and board.

Science. Need better use of science and coordination to support the positive things we are doing. Science can be a benefit to the reputation of the Authority. Need to partner on science, but lack staffing support, management, and clear direction for science program.

Government affairs. Although many member agencies have good government affairs representation, we are lacking a position speaking on behalf of all to build and maintain.

Need a policy director.

Size of consulting contracts. Would be better to have more, smaller contracts rather than a few large retainers to provide access to a broader group of staff and consultants.

Legal. We have excellent in-house counsel, but we need additional in-house support. Reducing the retainer to our large firms would accommodate a broader bandwidth.

Finance staff fails to fulfill basic functions and disseminate timely information, especially related to financial data.

Executive Director needs to provide excellent internal management. Also, need an Executive Director who can listen to all sides and unite the Authority. We have not had a leader who can effectively represent the members. **Average 6.1:** 9, 8, 8, 8, 6, 6, 6, 5, 5, 5, 5, 4, 4

Board of Directors and Governance.

Strengths. Diversity is a strength. The Authority represents a diverse group of water users: Ag (small and large); Environmental (unique and important); Urban (large and small). The challenge is to work together effectively. Who is the voice of the CVP south of Delta?

Challenges. Should revisit committee structure. Encourage Board to be proactive rather than reactive. Need to use consent calendar more.

Board not adequately engaged. Need training for board members on engagement.

Start thinking in “current world” model. Board has an opportunity now to improve on past staffing and organizational structure errors.

Improve communication to board and members. It is not clear what strategy is being employed in forums and court. Communication is improving, but Board lacks background.

At times, a lack of engagement between Governance and Executive Team. Need to work together more closely. **Average 5.5:** 10, 7, 6, 5, 5, 5, 3, 3

Cost control. Authority should improve cost control efforts, acknowledge that cost increases are passed on to members. **Average 5.5:** 4, 7

Communications and Public Relations.

Variety of members is a strength and challenge. It is good to have a diverse group but hard for individuals to be heard or agree together at times.

Staff is responsive to requests from members to resolve issues.

Lack proactive marketing of strengths. Need to: brag about progress, feature member relationships, improve our “who we are” message, communicate to media and the public more, sell the public on all the “good” we are doing as ag., urban, and refuge water users.

Need to increase coordination with other agencies.

Need branding. Need to improve messaging and change narrative. Lacking a clearly identifiable message.

Not perceived well by groups or individuals who do not understand what we do.

Need a full-time person dedicated to PR: for tours, social media, press events outreach to DC, Sacramento and legislative members. **Average 4.7:** 9, 8, 5, 5, 5, 4, 4, 4, 3.5, 3, 2

Strategy and shared vision. Fail to focus on and exhaust all alternatives to combat or rein in those factors that limit South of Delta water supplies. Confusion on the right fix and strategy.

Who speaks for CVP South of Delta? We share a common goal of delivering reliable and consistent water supplies but who should lead and advocate?

Need a strategy and vision consistent with political and regulatory outlook 5-20 years into the future.

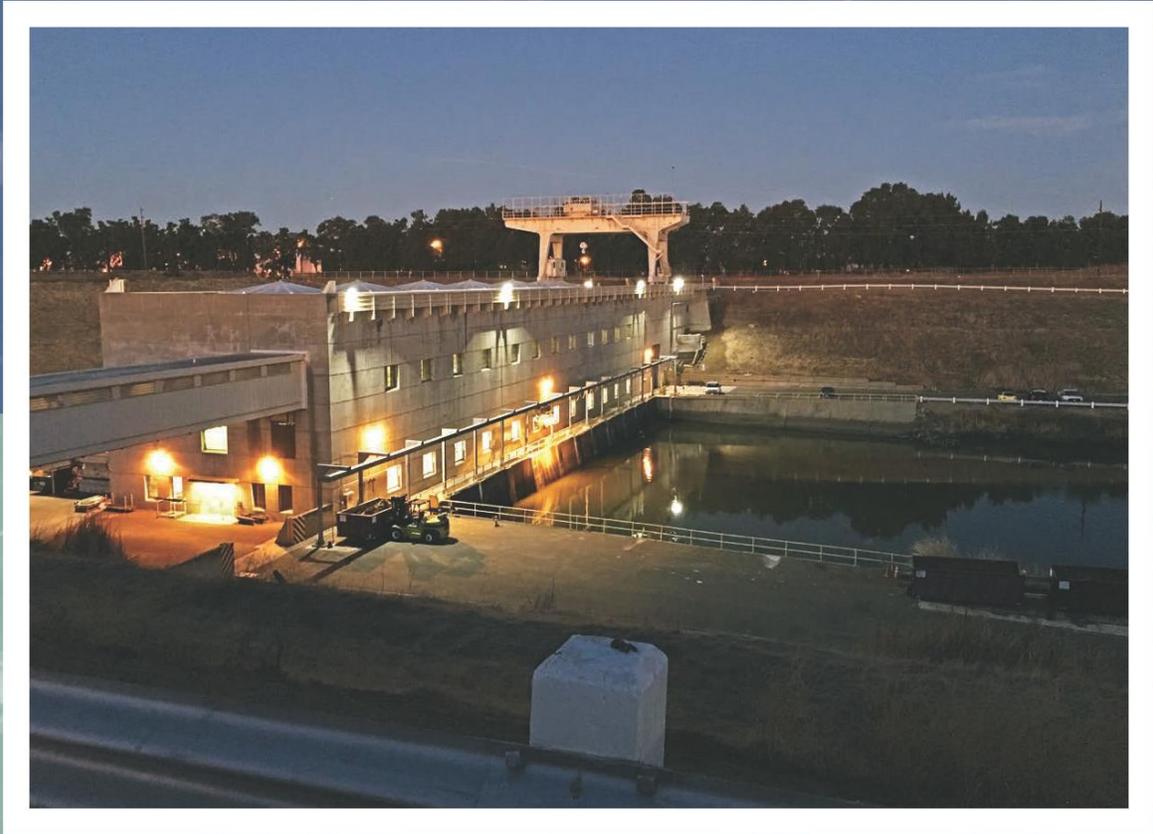
Need more collaboration and to build better relationships with regulators and NGOs.

Need a Fish and Game plan. **Average 3.2:** 1, 2, 4, 4, 5

Areas of Current Emphasis (from Workshop #3)

The participants were asked to identify and vote on the most important issues that the Authority must resolve in the coming years. The results of that vote are shown below, along with a summary of the responses by category. This exercise was designed to advance the discussion and indicate areas of current emphasis as described below rather than to generate actionable, quantitative priorities. For example, most Board members would not say that over the long-term operation and maintenance of the DMC facilities should be a medium or below-medium priority. It is assigned a medium or below-medium need for emphasis now simply because most Board members believe O&M is currently well managed and effective.

29 Votes	Optimize Water Supplies. Support member agencies in optimizing water supplies through engagement in regulatory, legislative, legal and administrative forums.
21 Votes	Improve Governance. Update board policies, practices, and procedures to maximize board engagement and oversight, and ensure that policy direction is clear and based on informed deliberation of the full board.
16 Votes	Engaging Public Affairs. Key stakeholders need to know the membership of the Authority and the issues facing its membership.
14 Votes	Effective Operations. Deliver water cost-efficiently (12); Utilize expertise from management of the DMC to optimize its operations (1); and use technology to lower costs and/or improve quality of operations (1).
13 Votes	Increase Scientific and Technical Credibility and Influence. Support and coordinate scientific studies and communicate them in a way to ensure credibility of the results.
2 Votes	Clearly Communicate Finances. Enhance collaboration between the Board and staff on Authority financial reporting to ensure the Board understands and is in control of the Authority finances.
2 Votes	Rebuild Management Team. Executive Director provides leadership inside and outside the Authority, assists the board, manages staff and ensures implementation of priorities. Staff is motivated, trained and has skills and experience to accomplish the Board's goals and priorities. Authority utilizes the most cost-effective balance of consultants and staff.



Prepared by:



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