



## MEMORANDUM

TO: SLDMWA Board of Directors, Alternates

FROM: Federico Barajas, Executive Director

DATE: October 5, 2023

RE: Adoption of 2023 Strategic Plan

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### **BACKGROUND**

In July 2019, the San Luis & Delta-Mendota Water Authority adopted a 2019 Strategic Plan. Since that time, staff has worked to implement the various actions in the Implementation Plan that was designed to meet the Water Authority's mission and the strategic goals and objectives. At least annually, staff reported on progress toward implementation.

The Board-approved Fiscal Year 2024 budget included funds for an update to the 2019 Strategic Plan. Following budget adoption, staff retained Rauch Communications, Inc., and working with Martin Rauch, held a series of Special Board Workshops to discuss updates to the Strategic Plan and to brainstorm, develop, and formulate key goals and objectives. The final workshop was held on August 10, 2023 in Los Banos, California. During this workshop, Board members had the opportunity to provide feedback, ask questions, have open dialogue about each of the goals and objectives, and discuss future direction for the organization. Each of the goals and objectives was fully deliberated and revised to reflect the will of the Board. The proposed 2023 Strategic Plan (attached) was distributed to the Board in September for final review prior to inclusion in the October 2023 Board Meeting packet.

### **ISSUE FOR DECISION**

Whether the Board should adopt the proposed 2023 Strategic Plan for the San Luis & Delta-Mendota Water Authority.

### **RECOMMENDATION**

Staff recommends adoption of the proposed 2023 Strategic Plan.

### **ANALYSIS**

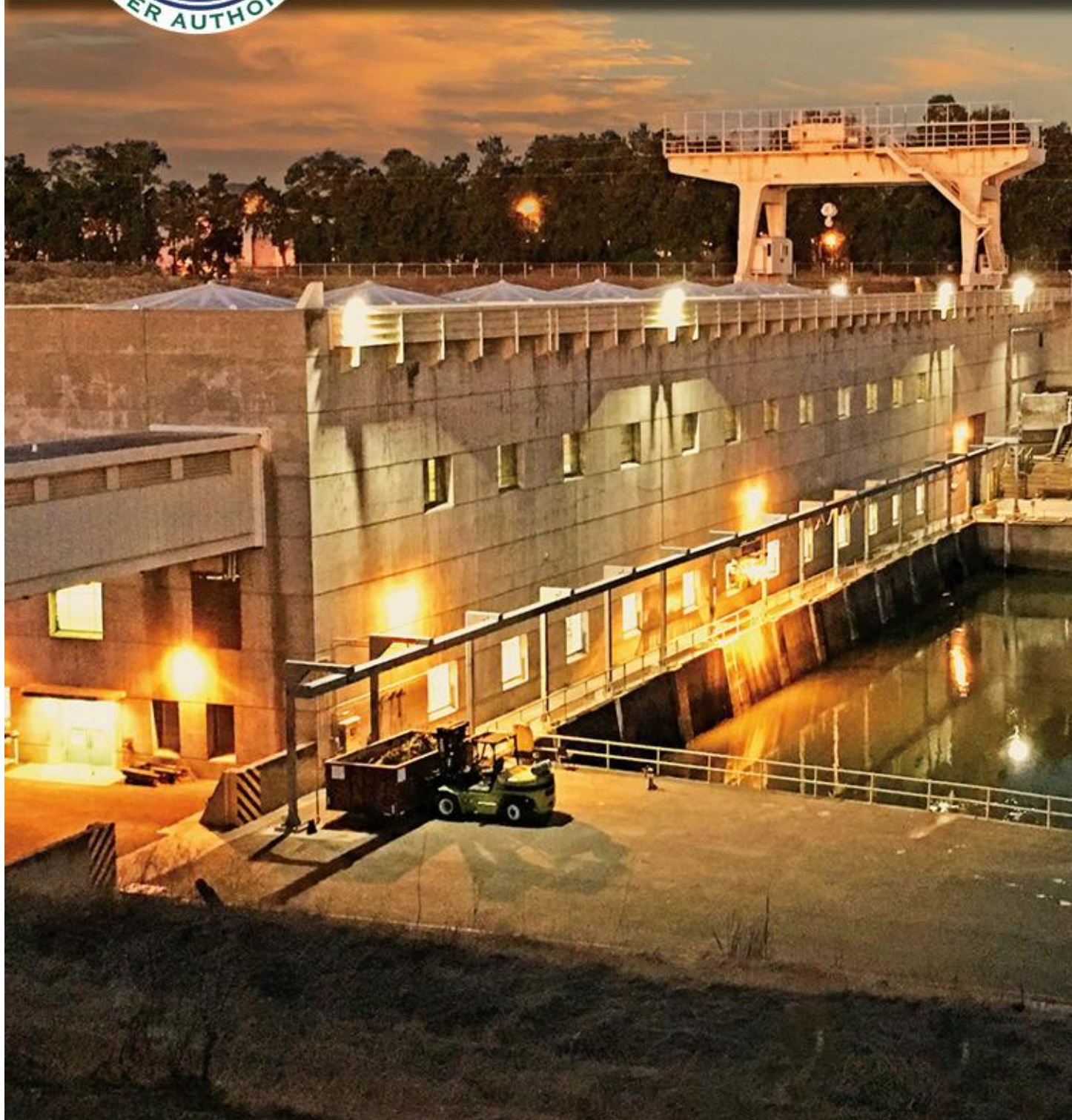
Business planning is necessary for the Water Authority's future direction and success. The proposed 2023 Strategic Plan includes Mission, Vision, and Values statements and five goal areas: 1) Sustainable Water Resources; 2) Financial Management is Planned Over the Longest Reasonable Time Frame; 3) Reliable and Cost-Effective Operations, Maintenance, and Replacement; 4) Effective Communication and Engagement with Members and Key Stakeholders; and 5) A High-Performing Staff and Board.



# 2023 STRATEGIC PLAN

## SAN LUIS & DELTA-MENDOTA WATER AUTHORITY

Prepared by: Rauch Communication Consultants Inc.





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## Water Authority Management Staff

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Rebecca Akroyd, General Counsel  
Laures Stiles, Director of HR & Administration  
Ray Tarka, Director of Finance  
J. Scott Petersen, Director of Water Policy  
Bob Martin, Director of O&M Facilities  
Jaime McNeil, Engineering Manager  
Chauncey Lee, Operations & Maintenance Manager

## Consultant

Martin Rauch, Managing Consultant

<sup>1</sup>Roster is current as of OCTOBER 5, 2023

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# Introduction

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

## Purpose of the Plan

This five-year Strategic Plan is the San Luis & Delta-Mendota Water Authority's (Water Authority) highest-level planning document and represents the Board of Directors' direction for the future. The Strategic Plan identifies the Water Authority's mission, vision, and core values while providing a set of goals and objectives that serve 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. It includes a staff work plan to meet those goals and objectives, along with a monitoring and oversight plan. The Board and staff will regularly refer to it as a guide to the Water Authority's actions during the period covered.

## Plan Development

**Background Research.** The consultants began by holding discussions with the Executive Director and reviewing the existing plan, information, and reports provided by staff.

**Confidential Interviews.** This was followed by a series of confidential interviews by the consultant. The goal was for the interviewees to candidly express their perspectives on the Water Authority and its priorities. The interviewees and workshop participants included the Board of Directors, some General Managers, member agency staff, and the Water Authority management team.

**First Strategic Planning Workshop.** At the workshop, the group reviewed the results of the interviews, undertook several exercises to examine the current state of the Water Authority, identified issues and opportunities expected to confront the Water Authority in the future, and discussed priorities.

**Second Strategic Planning Workshop.** Detailed notes and open questions from the first workshop were distributed. At the second workshop, the group discussed a number of substantive questions from the first workshop, and the Executive Director provided information about other topics raised in the first workshop, responded to questions, and obtained input from the group.

**Staff Work.** Drawing from the interviews, workshops, and other information, the consultant, Executive Director, and management team developed a draft strategic plan.

**Third Strategic Planning Workshop.** At the third workshop, the group reviewed the draft strategic plan, which was distributed in advance. The participants provided detailed comments, questions, and input that were incorporated into the final draft.

**Staff Work Plan.** The management team and consultant developed a staff work plan designed to meet the mission of the Water Authority and strategic goals and objectives.

**Final Draft Strategic Plan Approved.** The Board of Directors received the final draft plan, which was reviewed and approved at a Board meeting.

# Water Authority Overview

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## Background and History

The San Luis & Delta-Mendota Water Authority was established in January of 1992 and consists of 27 member agencies providing water service to over one million acres of irrigated agriculture, over two million people, and 130,000 acres of managed wetlands and associated habitat within the western San Joaquin Valley and San Benito and Santa Clara counties.

One of the primary purposes of establishing the Water Authority was to assume the operation and maintenance (O&M) responsibilities of specific Central Valley Project (CVP) facilities (Project Works) at an optimum level and with greater control over project timing and anticipated lower cost than if the United States Bureau of Reclamation (Reclamation) were to perform the work. The Project Works include C.W. “Bill” Jones Pumping Plant, Delta-Mendota Canal (DMC), Delta-Mendota Canal – California Aqueduct Intertie Pumping Plant, O’Neill Pumping-Generating Plant, Mendota Pool, San Luis Drain, and as requested by Reclamation on a more project-by-project basis, the Delta Cross Channel and the Tracy Fish Collection Facility.

In addition, the Water Authority provides unified representation on common interests of Authority members.

**The governing body of the Water Authority** consists of a 19-member Board of Directors classified into five divisions, with directors selected from within each division. Each Director, and respective Alternate Director, is a member of the governing body or an appointed staff member or other representative of a member agency.

**The Delta-Mendota Canal is designed to deliver up to 3,000,000 acre-feet of water within the Water Authority service area per year.** Of this amount, up to 2,500,000 acre-feet are delivered to highly productive agricultural lands, up to 150,000 to 200,000 acre-feet are delivered for municipal and industrial uses, and up to 250,000 to 300,000 acre-feet are delivered to wildlife refuges for habitat enhancement and restoration.

**Over the last decade, as a result of regulatory, physical, and hydrological constraints, the reliability of the surface water supplies conveyed by the DMC has been dramatically reduced.** For example, during the period from 2014-2023, the federal allocation to south-of-Delta agricultural water service and repayment contractors averaged 35 percent and the federal allocation to south-of-Delta municipal and industrial users was 65 percent.

# Strategic Framework

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*The Water Authority built the Strategic Plan from a series of logical and integrated components, described below.*

## Elements of the Strategic Plan

**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 that, when achieved, fulfills the organization's mission. As such, it is at the heart of the strategic planning process.

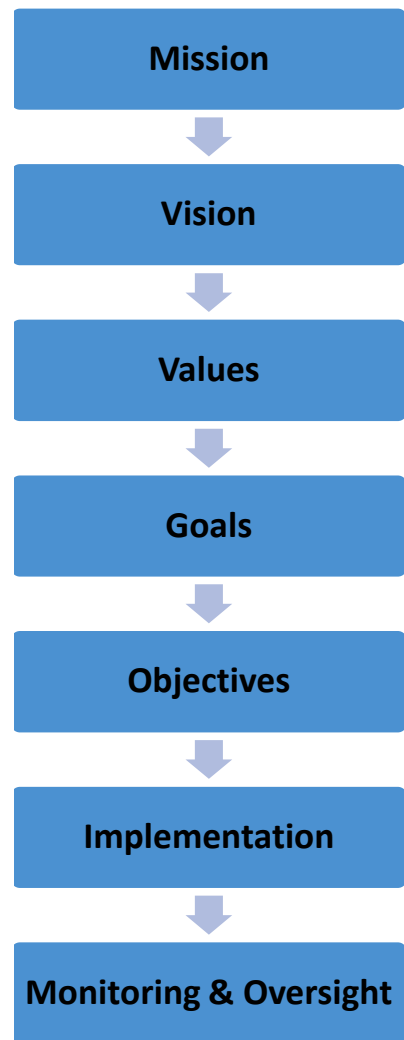
**Values.** Values provide guidance when an organization is faced with challenging decisions that require trade-offs, help govern attitudes and behaviors, and generally remain constant over time. The Board sets values.

**Goals.** Goals describe broad, primary management, operational, and planning areas that must be addressed 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 related to goals but more specific, measurable, attainable, and have a time frame.

**Implementation Plan.** The Implementation Plan contains actions required to accomplish the mission, goals, and objectives. The actions in the plan are assigned to management team members and have timelines. There may be multiple tasks for each objective.

**Monitoring/Oversight.** Actions developed that will be taken by the Board, management team, and staff to ensure that the plan is implemented and updated appropriately over time.



# Mission, Vision, and Values

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## Mission

**The mission of the San Luis & Delta-Mendota Water Authority is to:**

operate and maintain the Delta-Mendota Canal and related facilities reliably and cost-effectively, and to support member agencies in restoring and protecting adequate, affordable water supplies to benefit people, wildlife, and the economy.

## Vision

**Over the next five years, the San Luis & Delta-Mendota Water Authority will continue to pursue its vision of:**

- Providing 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.
- Providing cost-effective and reliable delivery of water to member agencies and other Central Valley Project water users we serve.
- Effectively engaging in regulatory, judicial, legislative, and environmental forums, as well as projects and programs that support the policies and strategies of the Water Authority.
- Being a respected leader and valued partner in the California water community, helping to achieve the shared goals of our member agencies and the common good.
- Being a respected leader in the California water community and valued partner to the environmental community, helping to achieve the shared goals of our member agencies, improving the environment, and promoting the common good.



## Core Values

**The San Luis & Delta-Mendota Water Authority Board and staff are committed to and guided by the following core values in everything we do:**

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

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

**Accountability** – We acknowledge that both the Board and staff of the Water Authority are accountable to the 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 ensure that every voice of the Water Authority is treated with dignity and civility, differences are valued, and individual abilities and contributions are recognized.

**Collaboration** – We find ways to meld the sometimes-varying interests of our members in order to collaborate because working together and with others makes us stronger and more effective.

# Big Picture View of the Water Authority's Strategic Direction

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*The Water Authority's strategy, highest priority, and new direction are summarized below.*

## Our Strategy

The Water Authority will continue enhancing its ability to support and coordinate with its members to maximize water supplies.

### **Our highest priority is to maximize south-of-Delta water supply reliability by:**

1. Advancing extraordinary operation, maintenance, and replacement (EO&M) and routine operation, maintenance, and replacement (RO&M) projects and activities so that the facilities deliver the designated quantities of water cost-effectively. This includes: completing planning and design, pre-construction and construction activities, having a trained and experienced team to manage the work, and developing a long-term plan to pay that is extended as far as possible to improve predictability and control over finances, as well as maximizing grants and non-reimbursable funding.
2. Continuing to enhance the Water Authority's ability to act in concert with its members on regulatory, legislative, legal, administrative, and water supply issues.

## What's New

### **1. We will focus staff and financial resources on the priorities identified in this plan by:**

Evaluating and adjusting the Water Authority's legal, regulatory, legislative, and administrative strategies as appropriate.

Evaluating the Water Authority's role with Activity Agreements and considering ending participation or transitioning the Water Authority's role to other organizations.

### **2. Increased focus on building stronger understanding and support for the Water Authority and exercising more influence on water issues across the region and statewide. To do this, additional emphasis will be placed on:**

Targeted communication with a broad group of stakeholders.

Supporting collaborative programs that educate the broad general public on issues of interest to the Water Authority.

Updating the communication plan, logo, and branding.

### **3. Continued emphasis on supporting Board and staff performance through:**

Nurturing staff culture and focusing on having the staff required to meet needs, succession planning, and knowledge retention for key positions.

Supporting the continued strengthening of Board culture and Board/management team roles and relationships.

Optimizing office spaces and locations for long-term cost-effectiveness.

# Introduction to the Goals and Objectives

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*Immediately below are introductory notes to the strategic goals and objectives, which are on the following pages.*

**Key Areas of Change.** This Strategic Plan focuses only on critical areas where there is a 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.” 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 yearly. This will allow the Executive Director to use the feedback received from the Board when preparing the new fiscal year budget.

**Implementation.** Staff will develop the implementation plan following Board review and approval of the goals and objectives.

## Goal 1: Sustainable Water Resources.

**Strategic Challenge.** The Water Authority is currently engaged in a wide variety of actions to optimize water supply, including regulatory, legislative, legal, and administrative activities, and activities related to the development of new sources of water and water storage, such as expanding San Luis Reservoir and Los Vaqueros Reservoir. A significant additional effort is the Delta-Mendota Canal Subsidence Correction Project, which will help counteract the effects of land subsidence. These efforts and others must continue. Looking forward, however, the challenges of providing affordable, reliable water supplies are increasing. The challenges include growing variability in the hydrologic cycle and the increasing extremes of flood and drought years, competition for limited water supplies statewide, increasing temperatures, an overall decrease in south-of-Delta water reliability, and rising costs.

**Strategic Response.** There is general agreement that the Water Authority members are stronger and more effective when working together. The Water Authority will continue to seek to expand its ability to act in concert on critical regulatory, legislative, legal, administrative, and water supply issues.

*The objectives and work plan projects below must be consistently carried out to achieve the goal above.*

**OBJECTIVE 1.1: South-of-Delta water supply reliability is maximized.**

**OBJECTIVE 1.2: Pursue water infrastructure projects that benefit south-of-Delta water supplies.**

**OBJECTIVE 1.3: The Water Authority engages in regulatory, legislative, legal, and administrative venues to optimize water supply.**

**OBJECTIVE 1.4: The Water Authority's scientific studies and communication are considered credible in relevant legislative, scientific, regulatory, and public arenas.**

**OBJECTIVE 1.5: The Water Authority is engaged in collaborative efforts to assist disadvantaged communities within its service area to have adequate and safe drinking water.**

**OBJECTIVE 1.6: The effectiveness and value of the Water Authority's regulatory, legislative, legal, and administrative activities and strategies are periodically evaluated, and appropriate changes are made.**

**OBJECTIVE 1.7: Activity Agreements are periodically revisited, and the Water Authority's role relative to specific Activity Agreements is modified or ended as appropriate.**

## **Goal 2: Financial Management is Planned Over the Longest Reasonable Time Frame.**

**Strategic Challenge.** A critical challenge is to understand the costs and funding for EO&M projects over the next decade or more so that they can be explained and the membership can be sufficiently prepared to pay for them.

Costs and financial challenges are multiplying as the Water Authority must restore and replace aging infrastructure, counter cybersecurity challenges, and manage the costs caused by general inflation, water shortages, and regulatory hurdles.

During the recent extended drought, some public water agencies reported that some growers were beginning to exit farming or to fail financially. Had the drought continued for another year or more, these financial challenges may have cascaded and eventually put some public water agencies in financial jeopardy, as the lack of water available to support the agricultural economy removed the means for agencies and water users to pay for rising costs of water and other needs. These financial stresses are occurring at the same time that the Water Authority is embarking on a billion-plus dollar series of EO&M projects. A long-term challenge remains to affordably finance long-term water supply improvements and other needs when water supplies are unreliable and increasingly expensive.

**Strategic Response.** A key priority of this plan is to extend the planning horizon as far as reasonably possible to improve predictability and control over finances, especially for the EO&M program. The Water Authority will also seek to obtain the maximum outside funding, focusing on non-reimbursable and grant funds. In addition, Enterprise Resource Planning software will be fully implemented to improve financial planning and reporting.

*The objectives and work plan projects below must be consistently carried out to achieve the goal above.*

**OBJECTIVE 2.1: Long-term financial plans identify all significant long-term costs and funding.**

**OBJECTIVE 2.2: Water Authority members affirm that financial reporting is clear, adequate, and understandable.**

**OBJECTIVE 2.3: Grants and other favorable public and private funding help fund water infrastructure projects that benefit south-of-Delta water supplies.**

**OBJECTIVE 2.4: Audits, accounting true-ups, and related financial reports are completed promptly.**

**OBJECTIVE 2.5: The cost allocation for the Legislative and CVP Operational Affairs (Leg/Ops) fund has been reevaluated, and changes considered.**



### **Goal 3: Reliable and Cost-Effective Operations, Maintenance, and Replacement.**

**Strategic Challenge.** The Water Authority’s core mission is to operate and maintain a number of Central Valley Project facilities (Project Works) that serve over one million acres of irrigated agriculture, over two million people, and over 130,000 acres of wetlands and associated habitat within the Water Authority’s service area. These include the Delta-Mendota Canal, C.W. “Bill” Jones Pumping Plant, Delta-Mendota Canal, California Aqueduct Intertie Pumping Plant, O’Neill Pumping-Generating Plant, Mendota Pool, San Luis Drain, and others. Many of these facilities were built over 70 years ago and have exceeded their 50-year design life. Notably, the Delta-Mendota Canal requires about \$1 billion in work to address subsidence-related impacts. In addition, the Water Authority administers and manages a wide range of “Activity Agreements,” many of which serve a subset of the membership. While costs for Activity Agreements are tracked and charged to participating members, they take up limited staff time in a way that can distract from core priorities.

**Strategic Response.** A key priority of this Plan is to ensure that EO&M projects are cost-effectively staffed and managed (see goal 5), and at the same time, RO&M projects are conducted on schedule and as needed. The Water Authority will also consider transitioning away from selected Activity Agreements with the goal of freeing staff to focus on more critical activities and lower overall costs.

*The objectives and work plan projects below must be consistently carried out to achieve the goal above.*

**OBJECTIVE 3.1: EO&M and RO&M activities are planned and proactively implemented on schedule for the lowest cost and with the least disruption to regular operations.**

**OBJECTIVE 3.2: Preventive maintenance is undertaken with the longest reasonable planning horizon for long-term cost-effectiveness and reliability.**

**OBJECTIVE 3.3: The Water Authority is prepared to mitigate and recover from unplanned events and maintain cybersecurity.**

**OBJECTIVE 3.4: Technology is used to lower costs and improve the quality of EO&M and RO&M projects and activities.**

**OBJECTIVE 3.5: Communication with the Board, member agencies, and Reclamation on OM&R issues and activities is timely, complete, and clear.**

**OBJECTIVE 3.6: The Water Authority’s office spaces are optimized for location and long-term cost-effectiveness.**

## **Goal 4: Effective Communication and Engagement with Members and Key Stakeholders.**

**Strategic Challenge.** Any solution to the complex water supply challenges facing the Water Authority, its membership, and the state will require enhanced communication. Given the size of the state and the wide variety of stakeholders and interests, it is a challenge for external stakeholders to understand the Water Authority's role in representing its member agencies.

**Strategic Response.** The Water Authority is seeking to increase its influence by actively participating in a variety of regional and statewide communication programs of partner agencies such as the California Farm Water Coalition, Water Education Foundation, Association of California Water Agencies (ACWA), National Water Resources Association (NWRA), and the Family Farm Alliance. In addition, the Water Authority will expand its stakeholder communication efforts and update its name and branding recognition by updating its logo, colors, and, perhaps, name.

*The objectives and work plan projects below must be consistently carried out to achieve the goal above.*

**OBJECTIVE 4.1: General public understanding and support for issues the Water Authority supports is increasing.**

**OBJECTIVE: 4.2: The Water Authority supports collaborative programs to educate the broader public in California about critical issues important to the Water Authority.**

**OBJECTIVE: 4.3: Understanding and support for the Water Authority and its objectives from key identified stakeholders is increasing.**

**OBJECTIVE: 4.4: The Authority's logo and branding design is updated.**

## Goal 5: A High-Performing Staff and Board.

**Strategic Challenge.** The Board is interested in ensuring the retention of high-performing staff within the Water Authority. One current challenge is that approximately 40% of the staff is eligible to retire within five years – threatening a loss of institutional knowledge and experience. As with many organizations post-COVID, hiring for key critical positions has been difficult. The engineering staff is also stretched to its limit, with engineering staffing roughly flat over the past decade or more, while the cost of projects has grown by about 500%, and the projects will continue to multiply in volume and complexity. In addition, senior control operators with a great deal of institutional knowledge have recently retired. IT/system control staff is also stretched thin. Some express concern that the friendly, supportive culture that characterized the Water Authority is slipping away over time due to the impact of COVID and staff changes.

**Strategic Response.** The management team will identify key positions and develop succession plans. Also, staffing for control operators, the engineering department, and IT/system control is being evaluated. Finally, ways of enhancing and building on the Water Authority’s strong culture will be evaluated.

*The objectives and work plan projects below must be consistently carried out to achieve the goal above.*

**OBJECTIVE 5.1: Key positions are identified, and there is at all times more than one person prepared to carry out each identified key role as an interim successor in a reasonably proficient manner.**

**OBJECTIVE 5.2: A succession and knowledge retention plan is in place for each key position.**

**OBJECTIVE 5.3: Trained and experienced staff are in place and have the resources to meet the rapidly growing demands of the EO&M program and other critical functions.**

**OBJECTIVE 5.4: Staff are motivated, trained, and working together effectively to meet the goals and priorities of the Water Authority.**

**OBJECTIVE 5.5: Staff culture is being actively developed and nurtured.**

**OBJECTIVE 5.6: The Board’s culture, Board and management team roles and relationships, and sense of being a team are actively being developed and nurtured.**

# Monitoring and Oversight

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Below are the actions that will be taken by the Board, management team, and staff to ensure that the plan is implemented and updated over time.

## **Communicate and Lead**

The Executive Director and management team meet with all employees to review the plan so that everyone understands the overall plan and the portions for which they are responsible.

Report at least annually to the entire staff progress on strategic goals and objectives.

Publish the mission, vision, values, goals, and objectives on posters, and handouts and display them where visible.

Incorporate the mission, vision, values, goals, and objectives into the Employee Handbook and orientation and training materials for new employees and Board and Committee members.

## **Clarify Roles and Expectations**

The management and supervisory team will actively implement the Implementation Plan.

Identify the roles and expectations of each management team member so they know what initiatives and objectives they are responsible for driving forward or contributing to (beginning with the management team).

The Board and staff will build the accomplishment of strategic priorities into the performance review format.

## **Allocate Resources to Meet Strategic Objectives**

- The budget reflects strategic goals and objectives.
- Hiring reflects strategic goals and objectives.

## **Board Oversight and Monitoring**

Staff will reference Strategic Plan items on Board meeting agendas and in packet materials as appropriate.

The Board and committees will consider the Strategic Plan as appropriate when deliberating.

Staff will provide a comprehensive report to the Board on the progress of the Strategic Plan annually.

## **Update the Plan**

The Board, with staff support, will review and update the Strategic Plan every five years or more often as needed and roll the plan forward.

Staff updates the implementation plan as appropriate over time.

## **Detailed Implementation Plan**

A detailed Implementation Plan is being maintained in a separate spreadsheet, enabling monitoring and tracking of Strategic Plan goals and objectives.



**BOARD OF DIRECTORS**

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William Bourdeau, Vice Chair

Ray Tarka, Treasurer

Federico Barajas, Secretary

Prepared by:



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	GOAL AREA/OBJECTIVES/ACTIONS	P	Who	Support	Due	Rekurs	Notes / Status	#
<b>1</b>	<b>Goal 1: Sustainable Water Resources</b>							<b>1</b>
1.1	South of Delta water supply reliability is maximized.							2
1.1.1		x						3
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1.2	Pursue water infrastructure projects that benefit south-of-Delta water supplies.							8
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1.3	The Water Authority engages in regulatory, legislative, legal, and administrative venues to optimize the water supply.							14
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1.3.4								18
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1.4	The Water Authority's scientific studies and communication are considered credible in relevant legislative,							20
1.4.1								21
1.4.2								22
1.4.3								23
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1.5	The Water Authority is engaged in collaborative efforts to assist disadvantaged communities within its service area to have adequate and safe drinking water.							26
1.5.1								27
1.5.2								28
1.5.3								29
1.5.4								30
1.5.5								31
1.6	The effectiveness and value of the Water Authority's regulatory, legislative, legal, and administrative activities and strategies are periodically evaluated, and appropriate changes are made.							32
1.6.1								33
1.6.2								34
1.6.3								35

	GOAL AREA/OBJECTIVES/ACTIONS	P	Who	Support	Due	Recurs	Notes / Status	#
1.6.4								36
1.6.5								37
1.7	Activity Agreements are periodically revisited, and the Water Authority's role relative to specific Activity Agreements is ended or transitioned to others as appropriate.							38
1.7.1								39
1.7.2								40
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2	Financial Management is Planned Over the Longest Reasonable Time Frame.							44
2.1	Long-term (10 to 30 year) financial plans identify all significant long-term costs and funding.							45
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2.1.4								49
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2.2	Water Authority members affirm that financial reporting is clear, adequate, and understandable.							52
2.2.1								53
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2.2.3								55
2.2.4								56
2.2.5								57
2.3	Grants and other favorable public and private funding for water infrastructure benefits south-of-Delta water supplies.							58
2.3.1								59
2.3.2								60
2.3.3								61
2.3.4								62
2.3.5								63
2.4	Audits, accounting true-ups, and related financial reporting are completed promptly.							64
2.4.1								65
2.4.2								66
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2.4.4								68

	GOAL AREA/OBJECTIVES/ACTIONS	P	Who	Support	Due	Recurs	Notes / Status	#
2.4.5								69
2.5	The cost allocation for Legislative and CVP Operational Affairs (Leg/Ops) has been reevaluated, and changes considered.							70
2.5.1								71
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2.5.3								73
2.5.4								74
2.5.5								75
2.5.6								76
<b>3</b>	<b>Reliable and Cost-Effective Operations, Maintenance, and Replacement</b>							<b>77</b>
3.1	EO&M and RO&M activities are planned and proactively implemented on schedule for the lowest cost and least disruption.							78
3.1.1								79
3.1.2								80
3.1.3								81
3.1.4								82
3.1.5								83
3.2	Preventive maintenance is undertaken with the longest reasonable planning horizon for long-term cost-effectiveness and reliability.							84
3.2.1								85
3.2.2								86
3.2.3								87
3.2.4								88
3.2.5								89
3.3	The Water Authority is prepared to mitigate and recover from unplanned events and maintain cybersecurity.							90
3.3.1								91
3.3.2								92
3.3.3								93
3.3.4								94
3.3.5								95
3.4	Technology is used to lower costs and improve the quality of EO&M and RO&M projects and activities.							96
3.4.1								97
3.4.2								98
3.4.3								99
3.4.4								100
3.4.5								101
3.5	Communication with member agencies and Reclamation on O&M issues and activities is timely, complete, and clear.							102

	GOAL AREA/OBJECTIVES/ACTIONS	P	Who	Support	Due	Rekurs	Notes / Status	#
3.5.1								103
3.5.2								104
3.5.3								105
3.5.4								106
3.5.5								107
3.6	The Water Authority's office spaces are optimized for location and long-term cost-effectiveness.							108
3.6.1								109
3.6.2								110
3.6.3								111
3.6.4								112
3.6.5								113
4	Effective Communication and Engagement with Members and Key Stakeholders.							114
4.1	General public understanding and support for issues the Water Authority supports is increasing.							115
4.1.1								116
4.1.2								117
4.1.3								118
4.1.4								119
4.1.5								120
4.2	The Water Authority supports collaborative programs to educate the broader public in California about critical issues important to the Water Authority.							121
4.2.1								122
4.2.2								123
4.2.3								124
4.2.4								125
4.2.5								126
4.3	Understanding and support for the Water Authority and its objectives from key identified stakeholders is increasing.							127
4.3.1								128
4.3.2								129
4.3.3								130
4.3.4								131
4.3.5								132
4.4	The Authority's logo and branding design is updated.							133
4.4.1								134
4.4.2								135
4.4.3								136
4.4.4								137

	GOAL AREA/OBJECTIVES/ACTIONS	P	Who	Support	Due	Rekurs	Notes / Status	#
4.4.5								138
<b>5</b>	<b>A High-Performing Staff and Board.</b>							<b>139</b>
5.1	Key positions are identified, and there is at all times more than one person prepared to carry out each identified key role as an interim successor in a reasonably proficient manner.							140
5.1.1								141
5.1.2								142
5.1.3								143
5.1.4								144
5.1.5								145
5.2	A succession and knowledge retention plan is in place for each key position.							146
5.2.1								147
5.2.2								148
5.2.3								149
5.2.4								150
5.2.5								151
5.3	Trained and experienced staff are in place and have the resources to meet the rapidly growing demands of the EO&M program and other critical functions.							152
5.3.1								153
5.3.2								154
5.3.3								155
5.3.4								156
5.3.5								157
5.4	Staff are motivated, trained, and working together effectively to meet the goals and priorities of the Water Authority.							158
5.4.1								159
5.4.2								160
5.4.3								161
5.4.4								162
5.4.5								163
5.5	Staff culture is being actively developed and nurtured over time.							164
5.5.1								165
5.5.2								166
5.5.3								167
5.5.4								168
5.5.5								169
5.6	The Board's culture, along with Board and management team roles and relationships, and sense of being a team is actively being developed and nurtured.							170
5.6.1								171
5.6.2								172
5.6.3								173



	<b>GOAL AREA/OBJECTIVES/ACTIONS</b>	<b>P</b>	<b>Who</b>	<b>Support</b>	<b>Due</b>	<b>Recurs</b>	<b>Notes / Status</b>	<b>#</b>
5.6.4								174
5.6.5								175
5.6.6								176