



## MEMORANDUM

TO: SLDMWA Board of Directors, Alternates

FROM: Federico Barajas, Executive Director

DATE: April 1, 2019

RE: Approval of Strategic Plan Goals and Objectives for the San Luis & Delta-Mendota Water Authority

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### BACKGROUND

In 2018, the Authority hired an outside consultant, Rauch Communication Consultants Inc., 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. The most recent workshop was held on March 21, 2019 in Santa Nella, CA. 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 attached document reflects the outcome of the workshop and is distributed as part of the April Board meeting pre-packet for your review and Board adoption.

Upon adoption of the goals and objectives by the Board, staff will initiate an implementation plan effort and work with the consultant to produce a final multi-year Strategic Plan that will be presented to the Board for final approval and implementation.

### ISSUE FOR DECISION

Whether the Water Authority should adopt the enclosed Strategic Plan Goals and Objectives for the San Luis & Delta-Mendota Water Authority.

### RECOMMENDATION

We recommend the Board of Directors adopt the Strategic Plan Goals and Objectives. Business planning is necessary for the Authority's future direction and success. The strategic plan includes key elements the Authority will utilize to effectively manage core objectives.

# San Luis & Delta-Mendota Water Authority

## Strategic Plan Goals and Objectives

### GOALS AND OBJECTIVES SUMMARY

#### Goal Area 1. Optimize Water Supplies

- 1.1 - Support member agencies in optimizing water supplies.
- 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.

#### Goal Area 2. Improve Governance and Policy Direction

- 2.1 - Board provides consistent and clear policy direction.
- 2.2 - Policy is established through Board action after informed deliberation.
- 2.3 - Policy direction is based on informed deliberation of the Board. (NEW)

#### Goal Area 3. Staff Resources Are in Place to Implement Board Goals and Priorities

- 3.1 - Executive Director provides leadership on water policy and operation and maintenance (O&M), assists the Board, manages staff, and implements priorities.
- 3.2 - Staff has skills, experience, and resources to accomplish the Board's goals and priorities.
- 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.

#### Goal Area 4. Effective Operations

- 4.1 - Operate and maintain facilities cost efficiently and reliably.
- 4.2 - Utilize O&M expertise to optimize operations.
- 4.3 - Plan and implement capital improvements with the longest reasonable planning horizon.
- 4.4 - O&M activities are planned and proactively implemented for the lowest cost and least disruption.
- 4.5 - Technology is used to lower costs and/or improve quality of O&M activities.
- 4.6 - Operations employees are fully trained and growing in skill and experience.
- 4.7 - Communicate effectively with member agencies and the United States Bureau of Reclamation (USBR) on O&M issues and activities.

#### Goal Area 5. Increase Scientific and Technical Credibility and Influence

- 5.1 - Relevant policy positions are informed by sound science.
- 5.2 - Maximize the effectiveness, influence, and cost-effectiveness of the Science Program by collaborating with science programs of members and others.
- 5.3 - Support and coordinate scientific studies and communicate about them in a way to ensure credibility of the results.

## **Goal Area 6. Effective Communication and Engagement with Key Parties**

- 6.1 - Key parties understand the Authority's role in representing its member agencies.
- 6.2 - The Authority supports its member agencies through effective representation of common positions. (NEW)
- 6.3 - The Authority effectively engages with member agencies and other key parties.
- 6.4 - The Authority understands the perspective of other key parties. (NEW)
- 6.5 - Support collaborative programs to educate the broader public in California about key issues important to the Authority.
- 6.6 - Ensure home boards are kept up-to-date and supportive of the organization's direction.

## **Goal Area 7. Finances Are Well Understood and Supported by the Board**

- 7.1 - Maintain a cost allocation for the activities budget supported by the Authority's member agencies.
- 7.2 - Maintain and demonstrate effective cost control.
- 7.3 – Directors, Committee members, and member agencies understand Authority finances.
- 7.4 - Board is in control of the Authority finances.
- 7.5 - Financial planning and reporting extend to the longest practical and beneficial time-horizon.