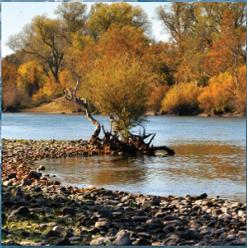


2013

Regional Water Authority

2018+

# Strategic Plan



# RWA

**Regional Water Authority**

BUILDING ALLIANCES IN NORTHERN CALIFORNIA

# RWA Members & Staff

## RWA Members and Board Representatives (2013)

California American Water

**Andy Soulé, Grady Stevens**

Carmichael Water District

**Ron Greenwood\*, Steve Nugent**

Citrus Heights Water District

**Joe Dion\*, Bob Churchill**

Del Paso Manor Water District

**Ryan Saunders, Debra Sedwick\***

El Dorado Irrigation District

**Bill George\*, Jim Abercrombie**

Elk Grove Water District

**Mark J. Madison, Dennis Coleman**

Fair Oaks Water District

**Randy Marx, Tom Gray**

City of Folsom

**Kerri Howell, Steve Miklos**

Golden State Water Company

**Paul Schubert\*, Ernie Gisler**

City of Lincoln

**Spencer Short\*, Frank Bradham**

Orange Vale Water Company

**Michael Schaefer, Sharon Wilcox**

Placer County Water Agency

**Robert Dugan, Brian Martin**

Rancho Murieta Community Services District

**Gerald (Jerry) Pasek, Ed Crouse**

City of Roseville

**Pauline Roccucci, Ed Kriz**

Rio Linda/Elverta Community Water District

**Brent Dills, Mary Henrici**

City of Sacramento

**Darrell Fong, Dave Brent\***

Sacramento Suburban Water District

**Neil Schild, Rob Roscoe\***

Sacramento County Water Agency

**Susan Peters, Kerry Schmitz**

San Juan Water District

**Pam Tobin\*, Shauna Lorange**

City of West Sacramento

**William Kristoff, Christopher Ledesma**

Woodland-Davis Clean Water Agency

**William (Bill) Marble, Dennis Diemer**

*\* Denotes Executive Committee Members*

## Associate Members

El Dorado County Water Agency

Sacramento Municipal Utility District

Sacramento Regional County Sanitation District

## Staff

**John Woodling**, Executive Director

**Nancy Marrier**, Finance and Administrative  
Services Officer

**Rob Swartz**, Principal Project Manager

**Amy Talbot**, Associate Project Manager

**Monica Garcia**, Project Research Assistant

**Cecilia Partridge**, Executive Assistant

## Strategic Plan Consultant

**Ellen Cross**, Strategy Driver, Inc.

# Foreword

The Regional Water Authority (RWA), as the representative of 24 water suppliers and associated agencies in the greater Sacramento area, is pleased to present our collective vision and integrated goals and objectives. Strategic Plan 2018+ was developed to guide RWA over the next five years, and represents a renewed commitment to regional collaboration as well as a bold new direction for the organization. Over the past dozen years, RWA and its members have established an effective and collaborative approach to addressing regional water issues to protect and enhance the reliability and sustainability of our region's water supplies. Our call to action for the next five years is to leverage these forward-thinking efforts to respond to an evolving set of challenges within and outside the region.

An integrated approach to dealing with the complexities that affect our water supply reliability will be critical over the next five years and beyond. Future challenges include more stringent regulations, mounting pressures on statewide water supplies, growth within the Sacramento region, climate change, and finite financial resources. Continuing to meet these challenges and creating opportunities to reinforce our water supply reliability will be accomplished through a comprehensive water management approach in which we will integrate regional planning and implement the most promising strategies; inform and educate members, the public, and decision makers; and advocate with a unified voice in pursuit of our region's common goals.

As the Executive Director and Chairman of the Board of Directors, we are excited to implement RWA's Strategic Plan 2018+ as a key element of securing the region's water future.

**John Woodling**  
RWA Executive Director

**Robert Roscoe**  
Chair, RWA Board of Directors

# Mission, Vision & Background



## MISSION

To serve and represent the regional water supply interests, and to assist Members in protecting and enhancing the reliability, availability, affordability, and quality of water resources

## VISION

Through regional cooperation and collaboration we improve our members' abilities to effectively manage water resources to provide high quality water supplies to the public at a reasonable cost, to promote a sustainable environment, and to support a vibrant economy.

## BACKGROUND

The Regional Water Authority (RWA) is a joint powers agency (JPA) formed in July 2001 as a forum to discuss and address regional water issues. RWA formed after an extensive 18-month review process to determine the most appropriate type of organization to assist local water suppliers in implementing the historic Sacramento Water Forum Agreement. RWA has 21 water-supplier members and three associate members in Sacramento, Yolo, Placer, and El Dorado Counties. One of the great strengths of RWA is the diversity of its membership united for collective action. RWA members include cities, water and irrigation districts, mutual water companies, investor-owned water utilities, and community services districts. A nine-member Executive Committee is elected annually to guide RWA.

While the Water Forum Agreement was an initial driver in RWA's formation, both the geographic scope and the breadth of issues addressed by RWA has grown over time. RWA has had a number of major successes in its relatively short history.

# RWA Milestones

2000

APRIL 2000

Water Forum Agreement (WFA) signed by 40 stakeholders, including environmental groups, water purveyors, business, and local governments. Addresses the coequal objectives of water supply reliability and environmental protection.

JULY 2001

RWA established to aid water providers in implementing the conjunctive use, groundwater management, and water conservation elements of the WFA.

FEBRUARY 2002

RWA launches Regional Water Efficiency Program (RWEF).

MAY 2002

RWA agrees to manage the operation of the Sacramento Groundwater Authority.

JULY 2002

RWA awarded a \$22 million grant to implement the American River Basin Conjunctive Use Program (ARBCUP), increasing water supplies by more than 20,000 acre-feet annually.

AUGUST 2005

RWA receives Reclamation's Commissioner's Award for the RWEF.

2005

JANUARY 2006

RWA receives planning grant to prepare American River Basin Integrated Regional Water Management (IRWM) Plan, and adopts plan in June 2006.

FEBRUARY 2007

RWA awarded \$25 million Proposition 50 grant to implement the IRWMP.

OCTOBER 2008

RWA receives \$2 million Urban Drought Assistance Grant to implement a variety of water conservation programs.

AUGUST 2008

RWA conducts study of water system security needs with grant from Office of Homeland Security.

AUGUST 2009

RWA secures \$5 million grant from Reclamation to accelerate water meter installations.

NOVEMBER 2009

RWA launches effort to update the American River Basin IRWM Plan.

OCTOBER 2010

2010

RWA adopts policy on the Sacramento-San Joaquin Delta.

MAY 2011

RWA receives \$16 million Proposition 84 grant to implement 17 priority projects from the IRWM Plan.

MARCH 2012

RWA partners with other Northern California organizations to found the North State Water Alliance.

SEPTEMBER 2012

RWA updates its Delta Policy to guide engagement in the Delta Plan, Bay Delta Conservation Plan (BDCP) and other Delta activities.

MARCH 2013

2013

RWA Board approves amendments to Joint Powers Agreement to promote effective advocacy.

JULY 2013

RWA adopts updated IRWM Plan.

OCTOBER 2013

RWA member agency governing boards approve amended JPA.

# Integrated Goals

RWA established four Integrated Goals that represent a comprehensive approach to pursuing RWA's mission.

## PLANNING GOAL

Continuously Improve an Integrated Regional Water Management Plan that is Comprehensive in Scope and Guides Effective Water Resources Management in the Region

## IMPLEMENTATION GOAL

Assist Members with Implementing Successful Water Resources Management Strategies and Related Programs - This includes Identifying, Acquiring and Administering External Sources of Funding



# To Achieve Our Collective Vision



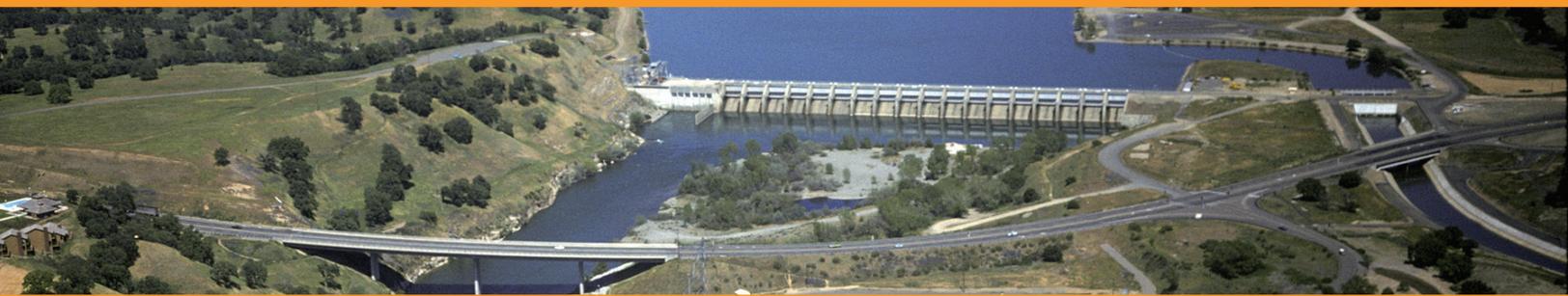
## INFORMATION/EDUCATION GOAL

Inform and Educate Members and Interested Parties by Providing a Forum for Discussion of Issues, Outreach to Stakeholders, and a Clearinghouse for Sharing Information

## ADVOCACY GOAL

Represent Regional Needs and Concerns to Positively Influence Legislative and Regulatory Policies and Actions - This includes Working to Preserve the Water Rights and Entitlements of Members, Maintain Area of Origin Protections, and Protect and Ensure Water Supply Reliability

# Planning



CONTINUOUSLY IMPROVE AN INTEGRATED REGIONAL WATER MANAGEMENT PLAN THAT IS COMPREHENSIVE IN SCOPE AND GUIDES EFFECTIVE WATER RESOURCES MANAGEMENT IN THE REGION

## OBJECTIVES

Develop a Regional Water Reliability Plan to identify the most promising regional opportunities to improve water supply reliability

- Identify most promising opportunities for intra- and interregional transfers and exchanges to meet demands or environmental needs
- Evaluate regional opportunities to reduce water use
- Support interregional groundwater management and conjunctive use planning
- Support recycled water planning
- Identify most promising opportunities for shared infrastructure and resources



## Evaluate and respond to external impacts on the region's water supplies and operations

- Evaluate climate as a regional vulnerability and consider climate adaptation strategies
- Evaluate technical information to support responses to Delta processes
- Support and coordinate financial/economic impact analysis on how state and federal actions will affect long term regional water supply and local economy
- Participate in Folsom Dam Control Manual update
- Support revised program and facility operations of Folsom Reservoir and Lower American River flows to balance fishery needs and water supply reliability for the region
- Complete an energy intensity evaluation to identify opportunities to reduce energy costs and greenhouse gas (GHG) emissions of water treatment and delivery in the region
- Develop a plan to implement common hydrologic tools, models, data sets and common technical language

## Create an Implementation Plan for the Planning Goal and update it annually

# Implementation

ASSIST MEMBERS WITH IMPLEMENTING SUCCESSFUL WATER RESOURCES MANAGEMENT STRATEGIES AND RELATED PROGRAMS - THIS INCLUDES IDENTIFYING, ACQUIRING, AND ADMINISTERING EXTERNAL SOURCES OF FUNDING

## OBJECTIVES

### Promote implementation of the American River Basin Integrated Regional Water Management Plan

- Seek funding for projects included in the IRWM Plan and support efforts of individual entities to leverage the IRWM Plan for funding
- Assist with acquiring and managing grant funding for regional projects, including infrastructure, water conservation, and water reliability
- Maintain the IRWM web database and make appropriate updates to the IRWM Plan on a quarterly basis

### Support a lower American River Flow Management Standard that is consistent with the Water Forum coequal goals

### Support implementation of water transfers among agencies (intra- and interregional) that are beneficial for the region

### Support programs to benefit from economies of scale in purchasing

### Fully implement the regional mutual aid program template (for equipment, manpower, and water supply)



## Promote improvements in water use efficiency in the region to meet future water needs and assure compliance with applicable requirements

- Continue to cost effectively implement a clearly defined water efficiency program that allows members to satisfy public outreach and school education requirements for a number of purposes including the Water Forum, Central Valley Project Improvement Act (CVPIA), and Urban Water Management Plans (UWMPs)
- Continue to track and report progress in attaining compliance with metering requirements
- Track individual member agency water use and develop a strategy for the regional compliance option for SBX7 7 requirements prior to the interim 2015 deadline
- Evaluate and redefine scope and governance of regional water efficiency program

## Create an Implementation Plan for the Implementation Goal and update it annually

# Information/Education

INFORM AND EDUCATE MEMBERS AND INTERESTED PARTIES BY PROVIDING A FORUM FOR DISCUSSION OF ISSUES, OUTREACH TO STAKEHOLDERS, AND A CLEARINGHOUSE FOR SHARING INFORMATION

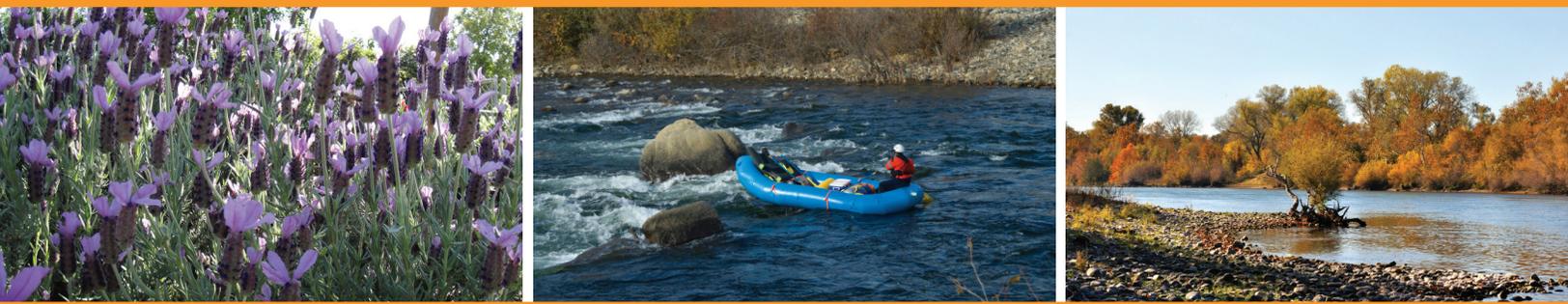
## OBJECTIVES

Educate and inform members and other interested parties on water management issues affecting the region

- Educate members through an ongoing RWA Water Workshop Series on relevant topics
- Provide a clearinghouse for information on legislative, regulatory, and technical issues, and summarize for various audiences

Raise RWA profile and credibility to external audiences through a focused public outreach effort

- Inform the media on water management successes in the region
- Inform federal, state, and local elected officials on water issues and water management successes
- Support an outreach program to educate customers on the value of water
- Inform the public about water supply conditions by developing talking points and compiling water shortage information throughout the year



## Develop and maintain strong partnerships to advance RWA member interests

- Represent the Water Caucus in the Water Forum Successor Effort
- Develop and maintain partnerships with other northern California water interests and water agencies outside the RWA region
- Expand partnerships with business organizations including Metro Chamber and local chambers
- Expand involvement in statewide organizations

## Develop a comprehensive public outreach and education program among members to create and implement a consistent message for RWA and the region

## Create an Implementation Plan for the Information/Education Goal and update it annually

# Advocacy

REPRESENT REGIONAL NEEDS AND CONCERNS TO POSITIVELY INFLUENCE LEGISLATIVE AND REGULATORY POLICIES AND ACTIONS - THIS INCLUDES WORKING TO PRESERVE THE WATER RIGHTS AND ENTITLEMENTS OF MEMBERS, MAINTAIN AREA OF ORIGIN PROTECTIONS, AND PROTECT AND ENSURE WATER SUPPLY RELIABILITY

## OBJECTIVES

Engage state and federal legislators representing the region and legislators on relevant committees to discuss an agenda for legislative action that represents a collective RWA member vision on items of regional importance

- Annually, develop a state and federal legislative agenda and outreach plan for the region to guide advocacy efforts
- Maintain a tracking system of significant water related state and federal legislation and make the information and a summary readily available electronically to members
- Using priorities identified through regional planning efforts, develop and advocate for positions on federal and state funding programs
- Monitor and actively engage on actions of the Association of California Water Agencies (ACWA) State Legislative Committee and coordinate with other external organizations

Evaluate, comment, and advocate on statewide water regulatory issues that may impact the region and its water supply reliability

- Track and respond to Delta actions, including the Bay Delta Conservation Plan (BDCP), and Delta Plan implementation
- Track, evaluate, and respond to water quality and other regulatory issues that may affect members
- Participate and coordinate with the efforts of partner organizations with similar interests

# RWA Core Values

RWA members share a set of common values for the regional agency that are consistent with those of their own organizations. Members expect to be accountable to each other and to other stakeholders to model these values. We commit to being:



## TRANSPARENT

We are open and honest in internal and external dealings. We encourage open participation and communication among all interested members and potentially affected people in policies, procedures and activities.



## FORWARD THINKING

We are visionary and strategic in our approach to meeting challenges. We look for opportunities to address changing circumstances in proactive and innovative ways.



## KNOWLEDGEABLE

We maintain an understanding of current and relevant issues on local, regional, state, and national levels, and we evaluate how they may affect members and the region.



## RESPONSIVE

We are focused on and committed to anticipating and responding to the needs of our members in accomplishing regional goals and objectives.



## REGIONAL

We take individual and collective actions to support mutual interests throughout the region. We communicate collective positions in a manner that both strengthens and is strengthened by the voices of the members. We consider the potential impacts of independent actions on others in our region.



## EFFECTIVE

We accomplish meaningful outcomes for the benefit of members and the region. We leverage collective resources provided by members to meet the agreed upon objectives at a lower cost than could be achieved individually.



## CREDIBLE

We are recognized as a trusted and reliable source of information and as an organization whose actions are consistent with its stated intentions.



Photo by: City of Sacramento



**Regional Water Authority**  
BUILDING ALLIANCES IN NORTHERN CALIFORNIA

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