

REGIONAL WATER AUTHORITY
Strategic Planning Workshop No. 2
June 19, 2020; 9:00 a.m.

AGENDA

The public shall have the opportunity to directly address the Board on any item of interest before or during the Board's consideration of that item. Public comment on items within the jurisdiction of the Board is welcomed, subject to reasonable time limitations for each speaker. Public documents relating to any open session item listed on this agenda that are distributed to all or a majority of the members of the Board of Directors less than 72 hours before the meeting are available for public inspection in the customer service area of the Authority's Administrative Office at the address listed above. In compliance with the Americans with Disabilities Act, if you have a disability and need a disability-related modification or accommodation to participate in this meeting, please contact the Executive Director of the Authority at (916) 847-7589. Requests must be made as early as possible, and at least one full business day before the start of the meeting. The Executive Committee may consider any agenda item at any time during the meeting.

Note: Pursuant to the Governor's Executive Order N-29-20, and given the state of emergency regarding the threat of COVID-19, the meeting will be held via teleconference.

We encourage Committee members and participants to join the meeting 10 minutes early. Note that we will use GoToMeeting to share slides and other information during the meeting. Use the link below to join GoToMeeting. If you have a microphone that you can use with your computer, it should be possible to both listen to, and participate in, the meeting through GoToMeeting. If you do not have a microphone, or a headset with a microphone, that plugs into your computer via USB port, you will need to call into the conference line to listen and comment, although you still should be able to view the meeting materials on GoToMeeting. Please do not simultaneously use a microphone through GoToMeeting and the telephone conference line. That combination results in audio problems for all participants.

Meeting Information:

Please join my meeting from your computer, tablet or smartphone.

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Access Code: 639-330-813

1. CALL TO ORDER AND ROLL CALL

2. **PUBLIC COMMENT:** Members of the public who wish to address the Board may do so at this time. Please keep your comments to less than three minutes
3. **RWA STRATEGIC PLAN UPDATE**
Discussion: Led by Jim Peifer, Executive Director and Ellen Cross, Strategy Driver.
Action: Approve RWA Mission, Vision, Values and Goals
4. **ADJOURNMENT**

The RWA Board Meeting electronic packet is available on the RWA website at <https://rwah2o.org/meetings/board-meetings/> to access and print the packet.

June 19, 2020

AGENDA ITEM 3: RWA STRATEGIC PLAN UPDATE

BACKGROUND:

The RWA Board had a workshop on February 21, 2020 to discuss the RWA Mission, Vision, Values and Goals (MVVGs). Staff brought proposed MVVGs to the Board for input at the March 19, 2020 Board meeting. Staff made further modifications to the MVVGs since the Board meeting (See attached).

The RWA Board will be considering and adopting the MVVGs for the RWA at the June 19 workshop.

The RWA Board will be providing input to staff on proposed RWA Strategic Plan objectives during the June 19 and June 26 workshops. Specifically, input is requested on Planning and Implementation objectives at the June 19th workshop and Communication and Advocacy objectives on the June 26th workshop.

Please see the attached program of activities for the workshops and the proposed objectives.

To assist in facilitating the workshop on a virtual platform, the facilitator has prepared meeting protocols and guidelines which are attached.

Objectives will be refined further based on Board feedback and brought to the RWA Board for consideration and adoption at the July 9, 2020 RWA Board meeting.

Action: Approve RWA Mission, Vision, Values and Goals

PROPOSED RWA STRATEGIC PLAN GOALS AND OBJECTIVES

DRAFT

JUNE 10, 2020

PLANNING GOAL *Staff Recommendation*: Continuously improve regional water management planning that is comprehensive in scope and guides effective water resources management in the region.

Objective A. Complete development of the Sacramento Regional Water Bank to improve water resilience.

- 1) Establish a subscription-based program to complete work to establish the Water Bank.
- 2) Engage with state, federal, and local stakeholders to gain Water Bank acceptance, approval, and support.
- 3) Engage with potential Water Bank partners.
- 4) Establish governance to manage the Water Bank.
- 5) Complete an environmental analysis to support Water Bank operations.

Objective B. Evaluate and respond to external impacts on the region's water suppliers and operations.

- 1) Continue to evaluate and plan for adapting to climate change.
- 2) Promote the application of forecast informed reservoir operations that enhance water supplies while maintaining flood protection.
- 3) Maintain a regional integrated groundwater/surface water model, in coordination with groundwater sustainability agencies, to support regional planning and groundwater management.

Objective C. Lead and support planning efforts that benefit water agencies

- 1) Evaluate opportunities to provide coordinated responses for sections of Urban Water Management Plans on behalf of agencies.
- 2) Track next generation of regional planning requirements (e.g. Integrated Regional Water Management Plan) and respond as required.
- 3) Identify critical gaps in the region's current planning with respect to the Governor's Water Resilience Portfolio and address opportunities for enhancement.
- 4) Upon completion of the American River Basin Study, evaluate the need for potential follow-on planning efforts.
- 5) Participate with other regional organizations (Sacramento Area Council of Governments (SACOG), Capital Region Climate Readiness Collaborative, etc.) on planning for climate change.
- 6) Participate with the Water Forum on efforts that improve water supply reliability and ecosystem health.

Objective D. Plan for the sustainability of RWA and its members

- 1) Develop a business plan that optimizes organizational efficiencies (e.g. Water Forum, Sacramento Central Groundwater Authority), operations, services delivery, staffing and succession planning, and funding and budget requirements.
- 2) Develop a Young Professionals Program to support Member agencies' succession planning efforts.

PROPOSED RWA STRATEGIC PLAN GOALS AND OBJECTIVES

DRAFT

JUNE 10, 2020

IMPLEMENTATION GOAL. *From the Workshop/Staff: On behalf of the region, lead successful water management strategies and related programs.*

Objective A. Create and execute an annual Business Plan to secure beneficial funding, financing, and resourcing for regional priorities.

- 1) Position, secure and manage funding for the Regional Water Reliability Plan (RWRP), Integrated Regional Water Management (IRWM) Plan, Water Bank, Water Efficiency Programs and Projects.
- 2) Support and pursue funding opportunities for members and partner agencies that benefit the region.
- 3) Pursue grants to the benefit of members.
- 4) Support programs that benefit from economies of scale in studies, planning, implementation, purchasing and resource sharing (e.g. Regional Aquifer Storage and Recovery (ASR) Information Study, Meter Asset Management, Chemical Purchasing Program).
- 5) Administer funding and financing for major endeavors such as the Water Quality Control Plan, Delta Initiatives, and Water Bank.

Objective B. Implement improvements to water reliability and resilience.

- 1) Continue to partner with the Water Forum to ensure the health of the Lower American River which is critical to improve water supply reliability.
- 2) Maintain the RWRP database and implement appropriate updates to the RWRP on an annual basis.
- 3) Maintain and implement the American River Basin IRWM Plan database on a quarterly basis and make appropriate updates to the IRWM Plan.
- 4) Support intra- and interregional water transfers among agencies that are beneficial to the region.
- 5) Implement findings from the gap analysis on the Governor's Water Resilience Portfolio.
- 6) Evaluate combining the American River Basin IRWM with appropriate portions of the Cosumnes American Bear Yuba (CABY) IRWM efforts.
- 7) Support the region's efforts on Delta initiatives and water supply regulatory initiatives such as the Water Quality Control Plan, Voluntary Agreements and the Biological Opinions of the Central Valley Project and State Water Project.
- 8) Support successful implementation of Sustainable Groundwater Management Act (SGMA) within the Region.
 - Provide services and support, as needed, for successful planning and implementation.
 - Facilitate collaboration between subbasins.
 - Align interests with RWA, SGA, SCGA and others as appropriate.

Objective C. Implement improvements in water use efficiency in the region to assist in meeting future water and resiliency needs and goals and to ensure compliance with applicable requirements.

- 1) Continue to cost effectively implement a water efficiency program that allows members to satisfy related requirements for a number of purposes, including the Central Valley Project Improvement Act and Urban Water Management Plans.

PROPOSED RWA STRATEGIC PLAN GOALS AND OBJECTIVES

DRAFT

JUNE 10, 2020

- 2) Continue to track and report progress in attaining compliance with metering requirements. Track individual member agency water use and assist member agencies with compliance with state and local water efficiency and water loss requirements through cost effective regional efforts/programs/initiatives.

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PROPOSED RWA STRATEGIC PLAN GOALS AND OBJECTIVES

DRAFT

JUNE 10, 2020

COMMUNICATIONS GOAL: *Staff Recommendation: Based on shared values, communicate with one voice on issues of regional significance to strengthen relationships, elevate regional visibility and influence, and advance the collective interests of the region.*

Objective A. Provide a forum for education, discussion and outreach on water issues affecting the region.

- 1) Develop an RWA Communication & Engagement Plan that identifies modes for preferred internal member communication such as meetings, in-person presentations, email updates, newsletter, blog, social media, etc. that will be updated biennially.
- 2) Distribute relevant information consistently to all members.
- 3) Create a venue for members to regularly brief each other on current and emerging issues, planned messages and response, and coordinate on topics and issues of regional significance.
- 4) Provide educational opportunities for members through outside speakers and experts.
- 5) Update members regularly on the status and progress of RWA's services and programs and Strategic Plan.
- 6) Educate legislators, policy makers, and the public on the benefits of uninterrupted high quality water services and needed future investments for infrastructure and delivery.

Objective B. With one voice, raise RWA's profile and credibility through outreach efforts to targeted audiences.

- 1) Be a champion for the Region by being a single, coordinated voice on regional matters
- 2) Develop an RWA Communications & Engagement Plan that details and prioritizes upcoming issues, opportunities and target audiences, and outlines how RWA will communicate with a unified voice. Outreach will include:
 - Identifying and cultivating RWA ambassadors/spokespersons to communicate significant topics and policy issues.
 - Informing key interested parties such as the media, federal, state and local officials, and the public about water management successes (e.g. Water reliability and resilience improvements) and key issues (e.g. regulatory, water accessibility, safety and affordability).
- 3) Foster consistent and cohesive regional messaging including:
 - Adopting an annual messaging platform including Guiding Principles about the region's shared values and direction, as well as priority time-sensitive messages and calls to action.
 - Prioritizing anticipated issues and opportunities for target audiences, including tools, materials and activities to help RWA members communicate with a consistent voice.
 - Developing talking points on key issues
 - Developing position papers and materials on key water topics.

Objective C. Develop and maintain strategic partnerships to advance RWA interests.

- 1) Develop, maintain and leverage partnerships with other California organizations with water interests (e.g. Northern California Water Association, Association of California Water Agencies, Sacramento Area Council of Governments, Sacramento Area Flood Control Agency, land use agencies)

PROPOSED RWA STRATEGIC PLAN GOALS AND OBJECTIVES

DRAFT

JUNE 10, 2020

- Coordinate and partner with water suppliers and other stakeholders throughout the state to further leverage advocacy, research initiatives and/or economies of scale related to water management.
- 2) Maintain partnerships with business organizations (e.g. Metro Chamber and local chambers.)
- 3) Partner with state and federal agencies that influence or manage regional water reliability and resilience (e.g. United State Bureau of Reclamation, Department of Water Resources, State Water Board, and resource agencies.)
- 4) Strengthen and optimize RWA's long-term partnership and participation with the Water Forum Successor Effort including:
 - Seeking to ensure RWA member interests are represented in the re-negotiation process including governance and succession planning.
 - Participating in the Coordinating Committee and Water Caucus.

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PROPOSED RWA STRATEGIC PLAN GOALS AND OBJECTIVES

DRAFT

JUNE 10, 2020

ADVOCACY GOAL - Represent regional needs and members' concerns to positively influence legislative and regulatory policies and actions.

Objective A. Engage relevant state and federal representatives, to seek support for RWA's legislative agenda and further the region's collective goals and objectives.

- 1) Annually, develop a state and federal legislative platform, strategy, and Communication & Engagement Plan for the region to guide advocacy efforts.
- 2) Maintain and track significant water-related state and federal legislation on important policies and funding opportunities and make the information regularly and readily available electronically to members to insert into their respective Board packets.
- 3) Advocate for positions on state and federal legislation and programs consistent with the adopted RWA policy principles and platforms.
- 4) Monitor and actively engage on actions of the ACWA State and Federal Legislative Committee and coordinate with other organizations.
- 5) Partner with state and federal organizations to ensure equitable access to water.
- 6) Lead and support activities on state and federal legislation and coordinate with external organizations, as appropriate including American Water Works Association (AWWA), Association of California Water Agencies (ACWA), California Special Districts Association (CSDA), Northern California Water Association (NCWA), National Water Resources Association (NWRA), California Water Foundation, California Municipal Utilities Association (CMUA), and the Metro Chamber.
- 7) Present quarterly updates from RWA lobbyist efforts and recalibrate priorities as necessary.
- 8) Form a volunteer standing committee as a dedicated forum for coordination, collaboration, education and vetting on federal policy areas of regional interest and evaluate the effectiveness of the standing committee in FY2021/2022.
- 9) Cultivate relationships with elected officials, decision makers, and influencers as our champions.

Objective B. Evaluate, comment and advocate on state and federal water regulatory issues that may impact the region and its water reliability and resilience (e.g. WQCP, PFAS, Chrome 6).

- 1) Track, evaluate and respond to water quality, water conservation and efficiency, water affordability, resilience, SGMA and other regulatory issues that may affect members.
- 2) Lead and participate on efforts with partner organizations aligned with RWA positions and interests.

Objective C. Preserve the water rights and entitlements of RWA members, maintain area of origin protections, and protect and ensure water reliability and resilience.

- 1) Evaluate and promote our region's contribution to the Delta solutions and ensure the region's water supplies are protected.
- 2) Advocate to maintain the water rights priority system.
- 3) Facilitate and support water transfers to demonstrate beneficial use of surface water to help protect water rights.

PROPOSED RWA STRATEGIC PLAN GOALS AND OBJECTIVES

DRAFT

JUNE 10, 2020

- 4) Support the Water Forum lower American River Modified Flow Management Standard that is consistent with the Water Forum co-equal goals.
- 5) Leverage proximity to the Capitol to engage and be a resource to legislators on issues important to the region and promote RWA's reliability and resilience successes.
- 6) Promote where our region aligns with the Governor's Water Resilience Portfolio.
- 7) Demonstrate through our leadership how we are managing the region's *Supershed* to be resilient to fire, flood, and drought that serves our region and creates value to the state.

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**REGIONAL WATER AUTHORITY
STRATEGIC PLAN 2020-2025+ (SP25+)
MISSION, VISION, VALUES AND GOALS FOR BOARD VOTE
WORKSHOP #2**

MISSION

RWA seeks to improve the members' abilities to manage the region's water resources.

VISION

The Regional Water Authority is recognized as a leader for its integrated and collaborative approach in effectively managing the region's water resources in support of a sustainable environment, healthy communities, a vibrant economy, and resilience under future climate conditions.

VALUES

The Five "I" s 

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|-------------------|--|
| INTEGRITY | We are respectful and transparent in internal and external interactions.
<i>We are an organization whose actions are consistent with its stated intentions.</i> |
| INNOVATIVE | We are visionary and strategic in our approach to meeting challenges.
<i>We look for opportunities to address changing circumstances in proactive, cost-effective, and technically advanced ways.</i> |
| INFORMED | We are a trusted and reliable source of information.
<i>We maintain an understanding of current and relevant issues and we evaluate how they may affect members and the region.</i> |
| INCLUSIVE | We encourage open participation and equitable treatment amongst all stakeholders.
<i>We leverage collective resources provided by members to meet the agreed upon objectives than could be achieved individually.</i> |
| IMPACTFUL | We accomplish meaningful outcomes for the benefit of our members, the region, and future generations.
<i>We communicate collective positions in a manner that both strengthens and is strengthened by the voices of the members.</i> |

GOALS

A. Planning Goal

Continuously improve regional water management planning that is comprehensive in scope and guides effective water resources management in the region.

B. Implementation Goal

Staff Recommended Modification since March 19, 2020 Board Meeting:

On behalf of the region, lead successful water management strategies and related programs.

C. Communication Goal

Staff Recommended Modification since March 19, 2020 Board Meeting:

Based on shared values, communicate with one voice on issues of regional significance to strengthen relationships, elevate regional visibility and influence, and advance the collective interests of the region.

D. Advocacy Goal

Represent Regional needs and member concerns to positively influence legislative and regulatory policies and actions.

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WORKSHOP PREPARATION

- Review Draft Strategic Plan Framework distributed in Board Package

WORKSHOP OUTCOMES

- Review Strategic Plan (SP25+) process, progress to date, and next steps
- Review, confirm and vote on Mission, Vision, Values and Goals as developed from Survey, Workshop 1 and shared with the Board on the March 19, 2020 Board Meeting
- Review and Provide Input to Objectives that will Demonstrate Successful Implementation of the Goals over the next 5 years
- Next Steps

Time	Topic	Presenter	Objectives
9:00 am	Introductions/Board Business <ul style="list-style-type: none"> • Call to Order/Roll Call • Public Comment • Strategic Plan Workshop 2 Process to Date 	<ul style="list-style-type: none"> • Chair • Executive Director 	<ul style="list-style-type: none"> • Conduct Board Business • Understand SP25+ Process to Date
9:20 am	Mission, Vision, Values and Goals	<ul style="list-style-type: none"> • All 	<ul style="list-style-type: none"> • Review, confirm and vote on Mission, Vision, Values and Goals
10:00 am	Break		
10:10 am	Strategic Objectives Input <ul style="list-style-type: none"> • Planning • Implementation 	<ul style="list-style-type: none"> • All 	<ul style="list-style-type: none"> • Provide input to draft Objectives
11:00 am	Break		

**Regional Water Authority
Strategic Plan (SP25+) Workshop 2
Program of Activities**

11:10 am	Continue Strategic Objectives Input
12:00 pm	Adjourn

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Meeting Protocols & Guidelines

Following are some protocols and guidelines for facilitating a more efficient Strategic Planning (SP25+) meeting under GotoMeeting platform in order to meet agenda objectives and allow all participants to provide final input.

Protocols

- 1) Reminder: Mission, Vision, Values and Goals were discussed at March 19th Board meeting with staff recommendations for Goals B and C. Board should vote on these elements of the SP25+.
- 2) Keep comments “high level.” The purpose of the SP25+ session is to discuss overarching objectives, not get into the details of writing a document by committee. This includes word smithing.
- 3) Focus on intent, what information is missing, and how the essence may or may not meet RWA’s mission, vision, values and goals. Simply stated:
 - a. Are there any objectives not captured that should be captured?
 - b. Identify any red flags with objectives and why?
- 4) This is not the session to “prioritize” objectives; rather implementation and prioritization will happen annually as you operationalize the SP25+ through the budget process.

Virtual Guidelines

- 1) Permit the Facilitator / Host to lead.
- 2) Facilitator will “roll call” participants.
- 3) Follow the Programmed Agenda to ensure meeting objectives are met.
- 4) Empower Facilitator to queue and prioritize speakers.
- 5) Minimize disruption by allowing speakers to own the mic.
- 6) Alert the Facilitator through “requesting the mic” via the “chat bubble” through the messaging function.
- 7) Try to be brief in communications in order for others to participate.
- 8) Be patient with technology and each other as we adapt to a video method of communicating.
- 9) Be prepared that the Facilitator will call on all participants to ensure opportunity to speak.
- 10) As much as *practical*, please coordinate your verbal responses to one spokesperson per agency to facilitate efficient communication.

Technical Guidelines

- 1) Use the phone via the computer and sign on with a muted phone (it will turn red)
- 2) When not speaking, mute your computer (microphone turns red) to eliminate and reduce feedback.
- 3) Use the “chat bubble” to message and alert Facilitator when you want to speak.

June 19, 2020

AGENDA ITEM 4: ADJOURNMENT