

RWA Executive Committee Strategic Plan Implementation Discussion



January 27, 2021

Chair and Vice Chair Vision





- Implement the RWA Strategic Plan in a focused and prioritized manner.
 - Determine realistic prioritization and timing.
 - Leverage volunteer labor.
 - Focus on a few “big wins” for 2021, incremental progress on the rest.
- Listen to the RWA membership on their needs/expectations and create collaboration/ information sharing.
 - Needs of small/medium agencies.
 - Conduct a mid-year listening tour.
 - Social events to build stronger relationships.
 - Provide updates for RWA member agencies.
- Look to further tell and amplify the good work done.
 - Leverage social media.
 - Increase RWA’s presence in the news and social media space.

Thoughts on the Top Six RWA Priorities for 2021



- Work towards completion of the Water Bank
- Funding from the Feds (and State) for projects
- Protect our members against problematic and costly regulatory and legislative mandates (Water Loss, Arrearage Relief)
- Voluntary Agreements
- Cooperative Programs (like purchasing, WUE)
- Water Forum Negotiations

Legend

Legend:

- Proceeding well: 
- Proceeding more slowly: 
- Not moving forward: 
- Deferred: 
- Sub. = Subscription Program
- Med. = Medium

Orientation

Objective A. XXXX	Status	Member Volunteer Labor	Core or Sub.	Priority	Consultant and Other Resources
1) Sub-objective description xxx		Yes	Sub.	High	Yes
2) Sub-objective description yyy			Core	Med.	No








Planning Goal

PLANNING GOAL:




Continuously improve regional water management planning that is comprehensive in scope and contributes to more effective regional water resources management.







Planning Goal

Objective A. Complete development of the Sacramento Regional Water Bank to improve water supply reliability and resilience.	Status	Member Volunteer Labor	Core or Sub.	Priority	Consultant and Other Resources
1) Establish a funding program to complete work to establish the Regional Water Bank.			Sub.	High	Yes
2) Engage with state, federal, and local stakeholders to gain Regional Water Bank acceptance, approval, and support.			Sub.	High	Yes
3) Engage with potential Regional Water Bank partners.			Sub.	Med.	Yes
4) Establish governance to manage the Regional Water Bank.			Sub.	High	Yes
5) Complete an environmental analysis to support Regional Water Bank operations.			Sub.	High	Yes



Planning Goal

Objective B. Evaluate and respond to impacts on the region's water suppliers and operations.	Status	Member Volunteer Labor	Core or Sub.	Priority	Consultant and Other Resources
1) Continue to evaluate and plan for adapting to climate change.			Both	High	Yes
2) Promote the application of forecast informed reservoir operations that enhance water supplies while maintaining flood protection.			Core	Low	No
3) Maintain a regional integrated groundwater/surface water model, in coordination with groundwater sustainability agencies, to support regional planning and groundwater management.			Sub.	High	Yes

Planning Goal

Objective C. Lead and support planning efforts that benefit water agencies.	Status	Member Volunteer Labor	Core or Sub.	Priority	Consultant and Other Resources
1) Evaluate opportunities to provide coordinated responses for sections of Urban Water Management Plans on behalf of agencies.			Core	High	Maybe
2) Track next generation of regional planning requirements (e.g. Integrated Regional Water Management Plan or other requirements that may result from the Governor's Water Resilience Portfolio) and respond as necessary.			Core	Med.	No
3) Participate with other regional organizations (Sacramento Area Council of Governments (SACOG), Capital Region Climate Readiness Collaborative, etc.) on planning for and responding to climate change.			Core	High	No
4) Participate with the Water Forum on efforts that improve water supply reliability and ecosystem health.			Core	High	No

Planning Goal

Objective D. Plan for the sustainability of RWA and its members.	Status	Member Volunteer Labor	Core or Sub.	Priority	Consultant and Other Resources
1) Evaluate RWA staffing, operations, and financing models for opportunities to improve long-term organizational sustainability.			Core	High	Needs More Discussion
2) Develop a Young Professionals Program.		Yes	Core	Med.	No






Implementation Goal

IMPLEMENTATION GOAL:



Lead successful water management strategies, as well as develop and undertake related beneficial programs on behalf of the region.



Implementation Goal






Objective A. Support the securing of funding and assist in resourcing projects and programs that are regional priorities.	Status	Member Volunteer Labor	Core or Sub.	Priority	Consultant and Other Resources
1) Position, secure and manage funding for the Regional Water Reliability Plan (RWRP), Integrated Regional Water Management (IRWM) Plan, Water Bank, and Water Efficiency Programs and Projects.			Sub.	High	Yes
2) Support and pursue funding opportunities for members and partner agencies that benefit the region.			Sub.	High	Yes
3) Support programs that benefit from economies of scale in the areas of research, studies, planning, implementation, purchasing and resource sharing (e.g. Regional Aquifer Storage and Recovery (ASR) Information Study, Meter Asset Management and Chemical Purchasing Program).			Sub.	High	Yes Discuss Temporary Staff

Implementation Goal





Objective A. Support the securing of funding and assist in resourcing projects and programs that are regional priorities.	Status	Member Volunteer Labor	Core or Sub.	Priority	Consultant and Other Resources
4) Administer funding and financing for major endeavors such as the Water Quality Control Plan, Delta Initiatives and Water Bank.			Sub.	Low	
5) Advocate for and support the financing of regional infrastructure to improve water reliability and resilience.			Core/ Sub.	High	No




Implementation Goal

Objective B. Support members' efforts to improve water reliability and resilience.	Status	Member Volunteer Labor	Core or Sub.	Priority	Consultant and Other Resources
1) Continue to partner with the Water Forum to ensure the health of the Lower American River as a critical component to improving water supply reliability.			Core	High	No
2) Maintain the Regional Water Reliability Plan (RWRP) database and update the RWRP as needed.			Core	High	Yes
3) Maintain the American River Basin Integrated Regional Water Management Plan (IRWMP) database and update the IRWMP as needed.			Core	High	Yes
4) Support intra- and interregional water transfers.			Sub.	High	
5) Evaluate combining the American River Basin IRWM with appropriate portions of the Cosumnes, American, Bear, and Yuba (CABY) IRWM.		Yes	Sub.	?	Yes

Implementation Goal




Objective B. Support members' efforts to improve water reliability and resilience.	Status	Member Volunteer Labor	Core or Sub.	Priority	Consultant and Other Resources
6) 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.		Yes	Sub.	High	?
7) Support compliance with the Sustainable Groundwater Management Act (SGMA) within the Region.					
<ul style="list-style-type: none"> ○ Provide services and support, as needed, for planning and implementation. 			Core	High	Likely Yes
<ul style="list-style-type: none"> ○ Facilitate collaboration between subbasins. 			Core	High	No
<ul style="list-style-type: none"> ○ Align interests with RWA, Sacramento Groundwater Authority, Sacramento Central Groundwater Authority and others as appropriate. 			Core	High	?

Implementation Goal

Objective B. Support members' efforts to improve water reliability and resilience.	Status	Member Volunteer Labor	Core or Sub.	Priority	Consultant and Other Resources
8) Support the planning and construction of regional infrastructure to improve water reliability and resilience.		Yes	Core	High	Likely no for FY 2021-22



Implementation Goal





Objective C. Support members' water use efficiency efforts to comply with applicable state and local requirements.	Status	Member Volunteer Labor	Core or Sub.	Priority	Consultant and Other Resources
1) Continue to implement a regional water efficiency program that supports member agencies' compliance with state and local water efficiency and water loss requirements through cost-effective efforts/programs/initiatives.			Sub.	High	Yes
2) Participate in statewide efforts related to water efficiency legislation and regulatory requirements to maintain a positive perception of the region and protect member agency interests.			Core	High	Yes
3) Track individual member agency water use and related metrics to communicate regional water efficiency progress to the state, other regions and interested stakeholders.			Core	High	No

Communications Goal



COMMUNICATIONS GOAL:

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.

Communications Goal




Objective A. Provide a forum for education, discussion and outreach on water issues affecting the region.	Status	Member Volunteer Labor	Core or Sub.	Priority	Consultant and Other Resources
1) Assess modes for preferred internal member communication such as meetings, in-person presentations, email updates, newsletters, blogs, social media, etc.			Core	High	Yes
2) Distribute relevant information to members.			Core	High	Yes
3) Create a venue for members to regularly brief each other on current and emerging issues, planned messages and responses, and coordinate on topics and issues of regional significance.			Core	High	Yes
4) Provide educational opportunities for members through speakers and experts.			Core	Med.	Yes

Communications Goal

Objective A. Provide a forum for education, discussion and outreach on water issues affecting the region.	Status	Member Volunteer Labor	Core or Sub.	Priority	Consultant and Other Resources
5) Update members regularly on the status and progress of RWA's services and programs.			Core	High	Yes
6) Educate legislators, policy makers, and the public on the challenges to and benefits of uninterrupted high-quality water services and investments necessary for its continued delivery.			Core	High	Yes



Communications Goal




Objective B. With one voice, raise RWA's profile and credibility through outreach efforts to targeted audiences.	Status	Member Volunteer Labor	Core or Sub.	Priority	Consultant and Other Resources
1) Be a champion for the Region by being a single, coordinated voice on regional matters.		Yes	Core	High	Yes
2) Identify and cultivate RWA ambassadors/spokespersons to communicate significant topics and policy issues.		Yes	Core	High	Yes
3) Inform 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).			Core/ Sub.	High	Yes

Communications Goal


Objective B. With one voice, raise RWA's profile and credibility through outreach efforts to targeted audiences.	Status	Member Volunteer Labor	Core or Sub.	Priority	Consultant and Other Resources
4) Foster consistent and cohesive regional messaging including:					
a) Prioritizing anticipated issues and opportunities for target audiences, along with tools, materials and activities to help RWA members communicate with a consistent voice.	●		Core	High	Yes
b) Developing talking points, position papers and outreach materials on key issues.	●		Core	High	Yes



Communications Goal




Objective C. Cultivate relationships to advance RWA members' interests.	Status	Member Volunteer Labor	Core or Sub.	Priority	Consultant and Other Resources
1) Work with other 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 and land use agencies).		Yes	Core	High	Yes
2) Coordinate and partner with water suppliers and other stakeholders to further leverage advocacy, research initiatives and/or economies of scale related to water management.		Yes	Core	High	Yes
3) Work with business organizations (e.g. Metro Chamber and local chambers.)			Core	High	Yes

Communications Goal

Objective C. Cultivate relationships to advance RWA members' interests.	Status	Member Volunteer Labor	Core or Sub.	Priority	Consultant and Other Resources
4) Work with state and federal agencies that influence or manage resources related to regional water reliability and resilience (e.g. United States Bureau of Reclamation, California Department of Water Resources, State Water Resource Control Board, and other resource agencies.)		Yes	Core/ Sub.	High	Yes Will need partners!



Communications Goal

Objective C. Cultivate relationships to advance RWA members' interests.	Status	Member Volunteer Labor	Core or Sub.	Priority	Consultant and Other Resources
5) Work with the Water Forum Successor Effort on behalf of the member agencies that are signatory to the Water Forum Agreement. Support includes:					
a) Ensuring RWA member interests are represented in the re-negotiation process including governance and succession planning.		Yes	Core	High	Likely No
b) Ensuring RWA member interests are represented in the Water Forum Successor Effort.		Yes	Core	High	No
c) Participating in the Coordinating Committee and Water Caucus.		Yes	Core	High	No




Advocacy Goal

ADVOCACY GOAL:



Advocate for members and the region's needs and interests to positively influence

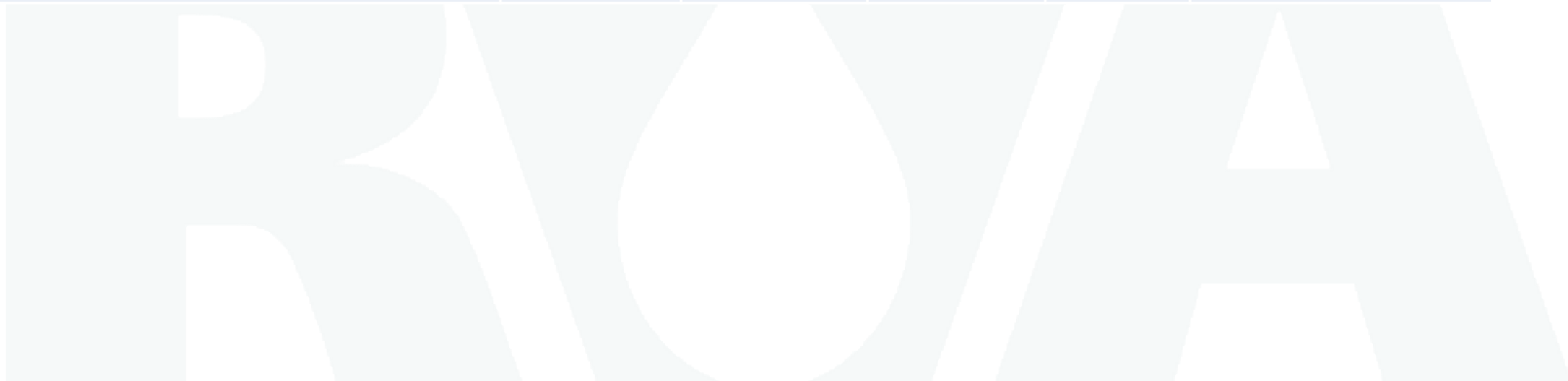


Advocacy Goal


Objective A. Engage relevant local, state and federal representatives, to seek support for RWA’s legislative agenda to further the region’s collective goals and objectives.	Status	Member Volunteer Labor	Core or Sub.	Priority	Consultant and Other Resources
1) Annually update RWA policy principles and federal legislative platforms to effectively advocate for the region.		Yes	Core	High	Yes
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.			Core	High	Yes
3) Advocate for positions on state and federal legislation and programs consistent with the adopted RWA policy principles and platforms.			Core	High	Yes

Advocacy Goal




Objective A. Engage relevant local, state and federal representatives, to seek support for RWA’s legislative agenda to further the region’s collective goals and objectives.	Status	Member Volunteer Labor	Core or Sub.	Priority	Consultant and Other Resources
4) Monitor and actively engage on actions of the Association of California Water Agencies (ACWA) State Legislative and Federal Affairs Committees and coordinate with other organizations.		Yes	Core	Med.	No
5) Protect member agencies’ interests and work with state and federal organizations on the development of policies related to the equitable access to water.			Core	Med.	No





Advocacy Goal

Objective A. Engage relevant local, state and federal representatives, to seek support for RWA’s legislative agenda to further the region’s collective goals and objectives.	Status	Member Volunteer Labor	Core or Sub.	Priority	Consultant and Other Resources
<p>6) Coordinate with external organizations, as appropriate, including but not limited to, 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, and California Water Association (CWA).</p>		Yes	Core	High	No

Advocacy Goal





Objective A. Engage relevant local, state and federal representatives, to seek support for RWA’s legislative agenda to further the region’s collective goals and objectives.	Status	Member Volunteer Labor	Core or Sub.	Priority	Consultant and Other Resources
7) Coordinate and partner with environmental non-governmental organizations (NGOs) and environmental justice NGOs throughout the state to advance RWA’s interests.			Core	High	No
8) Present regular updates from RWA lobbyist efforts and recalibrate priorities as necessary.			Core	High	No
9) Maintain a volunteer standing committee as a 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.		Yes	Core	High	Yes

Advocacy Goal




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 VI).	Status	Member Volunteer Labor	Core or Sub.	Priority	Consultant and Other Resources
1) Track, evaluate and respond to water quality, water conservation and efficiency, water affordability, resilience, SGMA and other regulatory issues that may affect members.			Core	High	Yes
2) Lead and participate in efforts with other organizations aligned with RWA positions and interests as appropriate.		Yes	Core	High	No



Advocacy Goal

Objective C. Assist in the preservation of water rights and entitlements of RWA members, maintain area of origin protections, and protect and ensure water reliability and resilience.	Status	Member Volunteer Labor	Core or Sub.	Priority	Consultant and Other Resources
1) Educate the public and decision makers and promote our region's contribution to the Delta.			Core	High	Yes
2) Advocate to maintain the water rights priority system.			Core	High	No
3) Continue to support efforts for expanding conjunctive use operations as a means of protecting water rights (e.g., exercising more surface water rights and contracts in wetter years).			Core	High	No
4) Support a Water Forum lower American River Modified Flow Management Standard that is consistent with the Water Forum co-equal goals.			Core	High	No

Advocacy Goal

Objective C. Assist in the preservation of water rights and entitlements of RWA members, maintain area of origin protections, and protect and ensure water reliability and resilience.	Status	Member Volunteer Labor	Core or Sub.	Priority	Consultant and Other Resources
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.			Core	High	No
6) Work with the State to help implement the portions of the Governor's Water Resilience Portfolio where it aligns with and benefits our region's interest.			Core	Med.	No
7) Promote the region's collaborative efforts to comprehensively manage its water resources through an innovative <i>Supershed</i> approach to be resilient to fire, flood, and drought, and which serves our region and creates value to the state.			Core	High	No



Chair and Vice Chair Vision – Notes

- Implement the RWA Strategic Plan in a focused and prioritized manner working with the RWA Board and staff.
 - Determine realistic prioritization and timing;
 - Leverage volunteer labor among RWA members with the labor/leadership of the RWA Executive Director and staff;
 - Focus on a few “big wins” for 2021, make incremental progress on most of the rest – be realistic and focused.
- Listen to the RWA membership on their needs/expectations and create venues/opportunities for collaboration and information sharing.
 - Focus on ways to listen to the needs of small/medium agencies, develop information sharing and support venues.
 - Conduct a mid-year listening tour with ED, Chair and Vice Chair.
 - Look for pandemic-appropriate and post-pandemic social event to build stronger relationships among member agencies.
 - Provide a regular look back/look forward updates for RWA member agencies.
- Look to further tell and amplify the good work done in the region by RWA member agencies.
 - Leverage member connections on social media to amplify our messages.
 - Increase RWA’s presence in the news and social media space to increase the influence and understanding of our region’s needs and aspirations that could benefit the region, and in some cases California.