



**REGIONAL WATER AUTHORITY
SPECIAL MEETING OF THE BOARD OF DIRECTORS**

**Thursday, October 22, 2026
at 9:30 a.m.**

**City of Sacramento - City Hall
915 I Street, Sacramento, CA 95814
Room CH1119- Training Room
(916) 967-7692**

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 24 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) 967-7692. Requests must be made as early as possible, and at least one full business day before the start of the meeting. The Board of Directors may consider any agenda item at any time during the meeting.

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AGENDA

1. CALL TO ORDER AND ROLL CALL

2. PUBLIC COMMENT

3. DISCUSSION: RWA STRATEGIC PLAN WORKSHOP

Presenters: Jim Peifer, Executive Director; Jerry Azevedo and Bill Mueller, ICS

ADJOURNMENT

Next RWA Executive Committee Meeting:

October 27, 2026, 1:30 p.m. at the RWA Office, 2295 Gateway Oaks, Suite 100, Sacramento, CA 95833.

Next RWA Board of Director's Meeting:

November 12, 2026, 9:00 a.m. at Fair Oaks Water District, 10326 Fair Oaks Blvd, Fair Oaks, CA 95628. The location is subject to change.

This is an RWA workshop, no electronic packet will be posted for this meeting. This agenda has been posted on the RWA website at: <https://www.rwah2o.org/meetings/board-meetings/>.

Posted on: October 15, 2026

Ashley Flores

Ashley Flores, CMC, Clerk of the Board

Topic: Public Comment
Type: New Business
Item For: Information/Discussion
Purpose: [Policy 200.1, Rule 11](#)

SUBMITTED BY:	Ashley Flores, CMC Associate Project Manager	PRESENTER:	Michael Saunders, Chair
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EXECUTIVE SUMMARY

This is an information item to provide an opportunity for the Regional Water Authority Board of Directors to recognize or hear from visitors that may be attending the meeting or to allow members of the public to address the Board of Directors on matters that are not on the agenda.

As noted on the agenda, members of the public who wish to address the committee may do so at this time. Please keep your comments to less than three minutes.

STAFF RECOMMENDED ACTION

None. This item is for information only.

BACKGROUND

Public agencies are required by law to provide an opportunity for the public to address the RWA Board of Directors matters that are not on the agenda.

RWA Strategic Plan: Board Working Session

Special Board Meeting · Thursday, October 22, 2026 · 9:30 a.m. – 2:00 p.m.

Purpose

To review what we have heard through the strategic planning process and give RWA staff and ICS clear Board direction on the priorities, trade-offs, and ways of working that will shape the next Strategic Plan.

Agenda

9:30	Call to Order, Roll Call, and Public Comment Opening remarks from the Chair.
9:45	How We Got Here and What We Heard The planning process to date and the SWOT+ assessment.
10:15	Framing the Working Session How the four discussions are organized and how the Board's input will be used.
10:20	Discussion 1: What RWA Should Be <i>What is RWA's core role and function? Is it fixed, or always evolving based on member needs? What are the criteria for taking on new work?</i>
11:05	<i>Break</i>
11:15	Discussion 2: The Water Bank, Bay-Delta Agreement, and ARCAP <i>How should RWA prioritize and sustain its major regional initiatives? What does success look like? What is within, and outside, RWA's control?</i>
12:00	<i>Lunch</i>
12:40	Discussion 3: Advocacy Capacity and Unified Voice <i>What should RWA's state and federal advocacy look like, and what is the role of the Board and member agencies in it? Where is the balance between the regional "RWA voice" and individual members' voices?</i>
1:05	Discussion 4: Governance and Ways of Working <i>How can the Board work together most effectively within the current structure, and what should any structural governance change solve for?</i>
1:50	Summary of Board Direction and Next Steps
2:00	Adjourn



MEMORANDUM

TO: RWA Board of Directors
FROM: Jerry Azevedo and Bill Mueller, Integrated Communications Strategies
DATE: October 19, 2026
RE: **October 22 Strategic Plan Board Working Session**

Purpose of the session

Since the spring, ICS has been collecting perspectives to inform the next Strategic Plan Update. We reviewed the current Strategic Plan, met with RWA staff, held more than 50 hours of interviews with 18 member agencies and 7 external partners, and surveyed the Board. On September 10, the Executive Director briefed the Board on several issues that surfaced to provide history, context and implications (*e.g.*, ARCAP).

The session we have planned for October 22 marks a transition from listening to planning. Its purpose is to get the full Board's direction on the priorities, trade-offs, and ways of working that will shape RWA's next Strategic Plan. Although ICS will report back on what we have heard to date, the meeting is designed as a working session, not a presentation, and it is the Board's best opportunity to set the plan's direction before a draft is written.

Where we are: the SWOT+ assessment

We have organized what we heard into a diagnostic assessment of RWA's strengths, weaknesses, opportunities, and threats. We will recap these at the start of the session.

The work of the Board session is to fill in the balance of the SWOT+: the action areas that turn what we heard into direction for the plan.

- **Maximize / Invest:** strengths RWA should build on to seize opportunities
- **Defend:** strengths RWA should use to guard against threats
- **Decide:** questions the Board needs to resolve
- **Exit:** activities RWA should reduce, hand off, or stop

To fill them in efficiently, we have grouped the key questions into four discussion topics.

How the session will be conducted

After a short recap of the process and the SWOT+ findings, the day is devoted to four facilitated discussions, each built around one guiding question:

TOPIC	QUESTIONS
1. What RWA Should Be	<i>What is RWA's core role and function? Is it fixed or always evolving based on member needs? What are the criteria for exploring new work areas?</i>
2. The Water Bank, Bay-Delta Agreement, and ARCAP	<i>How should RWA prioritize and sustain its major regional initiatives? What does success look like? What is within or outside RWA's control?</i>
3. Advocacy Capacity and Unified Voice	<i>What should RWA's state and federal advocacy look like, and what is the role of the Board and member agencies in it? Where is the balance between the regional "RWA voice" and individual members' voices?</i>
4. Governance and Ways of Working	<i>How can the Board work together most effectively within the current structure, and what should any structural governance change solve for?</i>

A few features of the format:

- Each topic opens with a quick poll to set the table for discussion.
- Input will be captured live via recording and in the SWOT+ tool, so you can see your direction take shape in the tool itself.
- Disagreement is useful. Where the Board is divided or issues unresolved, we will record that as direction too, rather than force a consensus in the room.
- The session will close with a read-back of what we heard on each topic, so the Board can confirm it before we leave.

What we are asking of you

Before the session . . .

- Consider the four guiding questions above. You do not need to prepare written answers.
- If possible, both of your agency's Board representatives should attend, and talk beforehand about your agency's perspective.

During the session . . .

- Be candid. The value of the day depends on hearing what members actually think.
- Speak for your agency, and also for the region. Many of the hardest questions are about where those two meet.
- Be ready to reflect on the Board's own role, not only staff's. Several questions ask what members themselves can do to help RWA work well.

Desired outcomes

By the end of the session, we hope to have:

- Clear Board direction on each of the four topics, including where the Board agrees and where more work is needed
- A SWOT+ assessment with initial content populated into its four action areas
- Criteria the Board wants any governance change to meet, to share with the Board's governance ad hoc committee
- A shared foundation for drafting the next Strategic Plan

Within two weeks of the session, ICS will provide a written summary of the Board's direction and a revised SWOT+ assessment.

What this session is not

The Board will not be asked to adopt a plan or take formal action on October 22. The session also will not evaluate any specific governance proposal; the governance proposal presented on September 10 is being reviewed by a separate ad hoc committee. Our aim is direction, not decisions.

Questions before the session may be directed to Jerry Azevedo at jazevedo@integrated-comms.com. We look forward to a productive day.