



**DRAFT**  
**2016 STRATEGIC PLAN UPDATE &  
2017 IMPLEMENTATION OF THE PLAN**



Prepared by: Rauch Communication Consultants Inc.

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**Stephen Ottemoeller** – Water Resources Director

**Jeffrey Payne** – Water Operations and Resources Coordinator

**Alexandra Biering** – Government Affairs and Communications Manager

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**Kathy Bennett** – Business Administration Manager

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### **GUIDE TO ACRONYMS USED IN THIS DOCUMENT**

- (ACWA) – Association of California Water Agencies
- (Bay-Delta WQCP) – Bay-Delta Water Quality Control Plan
- (Reclamation) – US Bureau of Reclamation
- (CFWC) – California Farm Water Coalition
- (CVP) – Central Valley Project
- (FWN) – Friant Water Authority North
- (KCWA) – Kern County Water Agency
- (MWD) – Municipal Water District of Southern California
- (ECs) – San Joaquin River Exchange Contractors
- (Settlement) – San Joaquin River Settlement
- (SLDMWA) – San Luis Delta Mendota Water Authority
- (SGMA) – Sustainable Groundwater Management Act
- (SWP) – State Water Project



## **FWA 2016 Strategic Plan Update & 2017 Implementation of the Plan**

### **INTRODUCTION TO THE STRATEGIC PLAN**

**Focus on the most critical issues only.** Given the critical water supply challenges facing Friant Water Authority (FWA), the Board of Directors determined at its April 2016 Strategic Planning Workshop that the 2016 update of the strategic plan should focus only on the most critical strategic issues facing the organization: water supply, governance and communication. Extensive notes as well as financial and operational goals that were included in the previous strategic plan were stripped out this year to enhance the focus on the critical issues identified.

Similarly, it was decided that this should be a working document with only the necessary components: mission, vision, goals, objectives, as well as information about how staff is implementing the goals and objectives of the Plan, and guidance for monitoring and tracking progress.

The mission, goals and objectives in this document include updates to incorporate Board input received in the April 2016 Board Strategic Planning workshop.

### **FRIANT WATER AUTHORITY MISSION**

*The Friant Water Authority (FWA) provides leadership and collective representation for its members to preserve and enhance the quantity, quality, reliability, operational flexibility, and affordability of its members' Central Valley Project (CVP) water supplies and water rights, and operates and maintains the Friant-Kern Canal safely and efficiently on behalf of the entire Friant Division.*

*FWA also seeks to protect and enhance water supplies by utilizing other water sources and management techniques whenever it is practical, cost-effective, and beneficial to the membership.*

### **FRIANT WATER AUTHORITY VISION FOR THE FUTURE**

- *FWA is a leader in selecting, prioritizing and implementing actions that provide water supply reliability for its members and the region.*
- *It builds consensus among its members, then effectively implements and manages effective long-term water policies and projects.*
- *Its members recognize through proven successes that working together as FWA is beneficial to all parties.*
- *FWA is engaged in water forums at all levels – local, state and federal – and is recognized as a trusted and influential partner.*
- *Its internal governance, administration and operations are effective, streamlined, and efficient.*



## SUMMARY OF THE 2016 STRATEGIC PLAN GOALS AND OBJECTIVES AND IMPLEMENTATION PLANS

#	Goals and Objectives	Staff Lead	Complete	Status / Comments
<b>1</b>	<b>GOAL: WATER SUPPLY MANAGEMENT:</b>			
1.1	Protect and restore existing water rights and supplies quickly	Phillips	N/A	Mostly closed session
1.2	Develop a water supply Sustainability Plan	Payne	Feb 18	On-schedule
1.3	Ensure Delta water is accounted for and allocated appropriately	Payne	N/A	On-Schedule. See 1.6A
1.4	Develop a plan to improve Delta exports, and ensure cost is commensurate w/ benefit	Payne	N/A	On-schedule
1.5	Become the trusted knowledge base for water supply management for the region	Payne	N/A	On-schedule. Primarily Payne with Ottemoeller
1.6	NEW: Conduct effective monitoring of San Joaquin River Restoration Program Activities	Ottemoeller	N/A	On-schedule. Primarily Ottemoeller with Luce
<b>2</b>	<b>GOAL: GOOD INTERNAL AND EXTERNAL GOVERNANCE</b>			
2.1	Conduct annual Board governance review	EC	Feb 17	On-calendar
2.2	Manage urgent issues using a timely and transparent process	Phillips	N/A	On-calendar
2.3	NEW: Ensure proper board, staff and member manager roles	Phillips	Jul 17	On-calendar
2.4	Build bridges with the other two Friant organizations and farmers	Phillips	N/A	See Implementation Plan
2.5	Act in a fair, balanced, clear and consistent manner with tri-Friant agencies	Phillips	Jul 17	Annual review on calendar
<b>3</b>	<b>GOAL: OUTREACH AND ENGAGEMENT: Become a Leader and Valued Resource</b>			
3.1	Seek collaboration, strategic partnerships, and win-win solutions	Phillips	Jul 17	On-calendar for annual review
3.2	Provide timely and useful communication	Biering	N/A	On-schedule
3.3	Demonstrate leadership in water policy	Phillips	N/A	On-schedule for annual review
3.4	Develop communication protocols for speaking on behalf of Friant	Biering	Dec 17	On-schedule. Will be part of 3.2A
3.5	Implement procedures to track and engage with legislation proactively	Biering	Dec 17	On-schedule
3.6	Support growers and trade groups to engage with legislative and regulatory issues	Biering	N/A	As-needed

## COMPLETE GOALS AND OBJECTIVES

### GOAL 1. WATER SUPPLY MANAGEMENT:

#### Protect Rights & Agreements, and Develop a Sustainable Water Supply.

Identify, prioritize, and provide leadership in implementing actions across the region to protect and restore existing water rights and supplies, and ensure available water supplies to meet long-term demands.

#	Objectives
1.1	<p><b>Prioritize and execute regulatory, legal, and political actions to protect and restore existing water rights and supplies as quickly as possible. For example:</b></p> <ul style="list-style-type: none"> <li>○ Resolve issues caused by the Bureau of Reclamation’s (Reclamation) interpretation of the Exchange Contract.</li> <li>○ Ensure that Friant Division contract priorities are appropriately met relative to other CVP obligations. (i.e.: refuges, Westside, accounting for water that goes to state and CVP)</li> <li>○ Protect water rights and prevent additional losses; for example, potential unintended consequences of the California WaterFix permitting process.</li> <li>○ Plan for a potential dispute resolution process on the San Joaquin River Settlement (Settlement).</li> </ul>
1.2	<p><b>Develop a Sustainability Plan to quantify water supply balance, threats to achieving adequate long-term water supplies and balance, as well as ensure a planned minimum amount of water in dry years:</b></p> <ul style="list-style-type: none"> <li>○ Define “water supply balance.”</li> <li>○ Identify threats to water supply balance and estimate impacts of those threats: Climate change, Settlement, Exchange Contract, State Water Resources Control Board unimpaired flow requirements, and regional implementation of Sustainable Groundwater Management Act (SGMA).</li> <li>○ Develop a long-term plan to mitigate the threats and to achieve a balance between water supply and demand. Identify actions to maintain water supplies during dry years and ensure long-term balance. Consider three types of actions:               <ul style="list-style-type: none"> <li>i. FWA partnerships with appropriate Friant Contractors and others (KCWA, MWD, ECs, SLDMWA, etc.)</li> <li>ii. Direct actions benefiting all members (e.g., recirculation of restoration flows, new surface storage, expand or improve conveyance, Delta conveyance improvements).</li> <li>iii. Actions to facilitate projects among member agencies and between member agencies and others (e.g., banking, exchanges, and transfers).</li> </ul> </li> </ul>



1.3	<p><b>Ensure Delta water is accounted for and allocated in a transparent manner and consistent with water rights and contract priorities.</b></p>
1.4	<p><b>Develop a plan for maximizing the implementation of projects that improve conveyance of water through the Bay Delta (Delta exports) that will provide reliable, affordable new water supplies for the Friant Division contractors, and ensure the costs allocated to the Friant Division are commensurate to the benefits received.</b></p> <p><b>NOTE:</b> This is a priority issue because it impacts the Exchange Contract. We cannot have success without reliability in the Delta.</p>
1.5	<p><b>Become the trusted knowledge base for accurate and up-to-date data needed to manage water supplies through modeling and data collection. Use this information to create a common understanding about reliability of the region’s water supply, what should be water supply priorities, etc.</b></p> <p><b>NOTE:</b> This will involve developing expertise at modeling and analysis and ensuring FWA has staff and other support to respond rapidly to changing needs.</p>
1.6	<p><b>NEW: Conduct effective monitoring of San Joaquin River Restoration Program Activities.</b></p>



**GOAL 2. GOOD GOVERNANCE:**

**Ensure Effective Internal FWA and External Friant Division Governance.**

The Board of Directors (Board) will govern lawfully, with an emphasis on (a) outward vision, (b) strategic leadership, (c) maintaining a clear distinction between board, staff and manager roles, and (d) promotes effective and collaborative governance with the rest of the Friant Division.

#	Objectives
2.1	The Board will annually consider the effectiveness of Board governance and adjust as needed each year the month after new officers are seated.
2.2	When urgent decisions must be made that do not fit into the Executive Committee meeting and decision-making timeline, develop a procedure to disseminate information quickly to Board members and managers, obtain input quickly, and make a decision.
2.3	NEW: Ensure that there are clear distinctions between board, staff and member manager roles, and that each group is able to contribute effectively to the governance of FWA
2.4	Build bridges between FWA and the other Friant Division organizations and individual farmers to promote collaboration and reunification on a case-by-case basis. Also, seek to present one voice in public, regulatory, political and administrative arenas wherever practical and beneficial.
2.5	To build trust, FWA will always act in a fair, balanced, clear and consistent manner in any actions or communications involving the other Friant Division organizations and the people they represent. As members of the Friant Division, our shared interests are greater than our differences, and we are stronger together than apart.





**GOAL 3. OUTREACH AND ENGAGEMENT:  
Become a Leader and Valued Resource on Water Issues.**

Maintain a strong and unified organization with clear policies and a single voice that can communicate firmly and persistently to achieve its goals in the public, among its peers, and in the legislative and regulatory arenas.

#	Objectives
3.1	<b>When engaging with others, seek collaboration and strategic partnerships, win-win solutions, and settlements over litigation or other dispute resolution processes.</b>
3.2	<p><b>Develop practical, useful and regular communication methods that avoid fluff. At a minimum, have regular communication to the FWA Board and managers, as well as Homeboards. There should also be ongoing communication with non-member farmers and other stakeholders.</b></p> <p><b>NOTES:</b> Ultimately FWA depends on the understanding and support of the homeboards. Even though local managers and directors communicate at home, FWA should also play a role in engaging with homeboards.</p> <p>To achieve improved collaboration or ultimately reunification, the Board will have to engage more with board members from non-member districts and the CEO should reach out to other Boards and to individual managers that are not members.</p>
3.3	<b>Take actions so that over time FWA is increasingly seen as a leader in water policy and a valued resource to consult with before acting on water issues.</b>
3.4	<p><b>Agree upon named and recognized spokespersons that are authorized to speak on behalf of Friant in various forums.</b></p> <p><b>NOTE:</b> This may include leaders of the other Friant organizations.</p>
3.5	<b>Implement a procedure and process to annually identify legislation that should be tracked, initiated, and/or supported by FWA, and educate agencies in advance of decisions to influence outcomes that are favorable to FWA.</b>
3.6	<b>Identify opportunities and support growers and trade groups to engage productively in legislative and regulatory issues to further FWA’s interests.</b>



## 2017 IMPLEMENTATION OF THE STRATEGIC PLAN

Over the course of a year, staff carry out hundreds of actions designed to implement the strategic goals and objectives set by the Board, in addition to carrying out operational, maintenance, finance and business functions that are not covered by this Strategic Plan.

For 2017, the CEO and Management Team are working on a range of initiatives designed to implement the goals and objectives of the Strategic Plan. Some of the more noteworthy initiatives are highlighted in the table below.

Regular reporting on progress of these and other initiatives will occur at Board meetings and workshops throughout the year as milestones are achieved and when Board input or action is needed. Staff will also support the Board in carrying out an annual review of progress implementing the Strategic Plan (see the “Monitoring and Ensuring Results” section at the end of this document).

#	Goals and Objectives	Staff Lead	Complete	Status / Comments
<b>1</b>	<b>GOAL: WATER SUPPLY MANAGEMENT: Protect Rights &amp; Agreements, and a Sustainable Water Supply.</b>			
<b>1.1</b>	<b>Protect and restore existing water rights and supplies quickly</b>	Phillips	N/A	Mostly closed session
	This will be achieved through the entire FWA Strategic Plan. Progress in this area will be evaluated in the Annual Review.			
<b>1.2</b>	<b>Develop a water supply Sustainability Plan</b>	Payne	Feb 18	On-schedule
	Develop a long-term water supply Sustainability Plan in coordination with FWA and FNA General Managers. The water supply Sustainability Plan will comply with State and Federal environmental requirements and in a way that allows for maximizing receipt of State and Federal funding.			
<b>1.3</b>	<b>Ensure Delta water is accounted for and allocated appropriately</b>	Payne	N/A	On-Schedule. See 1.6A
	Maintain regular meetings with CVP and SWP Operations teams and work with BOR to enhance measurement and reporting tools.			
<b>1.4</b>	<b>Develop a plan to improve Delta exports, and ensure cost is commensurate w/ benefit</b>	Payne	N/A	On-schedule
	Participate in Reclamation’s ongoing Biological Opinion Reconsultation process.			
<b>1.5</b>	<b>Become the trusted knowledge base for water supply management for the region</b>	Payne	N/A	On-schedule. Primarily Payne with Ottemoeller
	One key to becoming the trusted knowledge base is development of computer models. These are critical for tracking and engagement in Delta planning, including CVP Delta Operations Re-Consultation process.			
<b>1.6</b>	<b>NEW: Conduct effective monitoring of San Joaquin River Restoration Program Activities</b>	Ottemoeller	N/A	On-schedule. Primarily Ottemoeller with Luce
	This involves implementing the San Joaquin River Restoration Program and related Water Management Goal projects, such as the Part-III groundwater projects.			



<b>2</b>	<b>GOAL: GOOD INTERNAL AND EXTERNAL GOVERNANCE</b>			
<b>2.1</b>	<b>Conduct annual Board governance review</b>	EC	Feb 17	On-calendar
	Staff will support the Board to evaluate governance each year. To facilitate Board and Committee meetings, staff will evaluate improved audio-visual equipment (including microphones) for board meetings, as well as the possibility of carrying out some board or committee meetings via teleconference.			
<b>2.2</b>	<b>Manage urgent issues using a timely and transparent process</b>	Phillips	N/A	On-calendar
	Develop a specific protocol for decision-making under urgent or emergency conditions.			
<b>2.3</b>	<b>NEW: Ensure proper board, staff and member manager roles</b>	Phillips	Jul 17	On-calendar
	Develop official written descriptions for each Board office and committee. Evaluate in the Annual Review.			
<b>2.4</b>	<b>Build bridges with the other two Friant organizations and farmers</b>	Phillips	N/A	See Implementation Plan
	Areas of agreement and cooperation across all Friant Division organizations will be documented in a “white paper” that represents common areas of administrative, policy, and regulatory agreement. FWA will also, carry out a Friant Division Annual Meeting in Spring 2017 for all contractors, farmers, staff, and Reclamation officials.			
<b>2.5</b>	<b>Act in a fair, balanced, clear and consistent manner with tri-Friant agencies</b>	Phillips	Jul 17	On calendar
	This supports the overarching purpose of Goal 2, which is reunification as a highly functional organization that is the clear choice for Friant Division contractors to advocate for their interests within the broader California water community. Progress in this area will be evaluated in the Annual Review.			
<b>3</b>	<b>GOAL: OUTREACH AND ENGAGEMENT: Become a Leader and Valued Resource</b>			
<b>3.1</b>	<b>Seek collaboration, strategic partnerships, and win-win solutions</b>	Phillips	Jul 17	On-calendar
	This will be achieved through the entire FWA Strategic Plan, and evaluated in the Semi-Annual Review.			
<b>3.2</b>	<b>Provide timely and useful communication</b>	Biering	N/A	On-schedule
	Develop and implement a Strategic Communications Plan that includes new branding for FWA, a new website, reengagement in social media, and protocol for speaking on behalf of either FWA and/or the Friant Division.			
<b>3.3</b>	<b>Demonstrate leadership in water policy</b>	Phillips	N/A	On-schedule for annual review
	Maintain a visible presence in public and administrative planning and decision-making processes, including the Bay-Delta WQCP Update, California WaterFix, Reconsultation, and California Water Commission Proposition 1 funding; also, engage with key agency staff regularly related to FWA’s participation in these proceedings.			
<b>3.4</b>	<b>Develop communication protocols for speaking on behalf of Friant</b>	Biering	Dec 17	On-schedule.
	To be undertaken as part of objective 3.2.			
<b>3.5</b>	<b>Implement procedures to track and engage with legislation proactively</b>	Biering	Dec 17	On-schedule
	Establish a formal process for tracking or opposing legislation.			
<b>3.6</b>	<b>Support growers and trade groups to engage with legislative and regulatory issues</b>	Biering	N/A	As-needed
	Increase engagement in growers’ advocacy, trade, and water user groups, including CFWC and ACWA.			



## MONITORING AND ENSURING RESULTS

To ensure that the Strategic Plan is implemented and results are achieved, the Authority plans to take the following steps:

- The CEO will brief the staff on the plan and incorporate it into Management team workflow.
- CEO and Management Team performance will be evaluated in part based on their implementation of the Strategic Plan Goals and Objectives.
- Staff will reference Strategic Plan items on Board meeting agendas as appropriate.
- Staff and the Executive Committee will provide an annual report to the entire Board on progress in implementing the Strategic Plan
- The Board, with staff support, will review and update the Strategic Plan annually and roll it forward.

# FRIANT WATER AUTHORITY



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