



2021 STRATEGIC PLAN UPDATE


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FWA Leadership Team

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FRIANT WATER AUTHORITY - 2021 STRATEGIC PLAN UPDATE

INTRODUCTION

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 June 2021 Strategic Planning Workshop that the 2021 update of the strategic plan should focus only on the most critical strategic issues facing the organization: water supply (availability, reliability, and cost), organizational governance and processes, and external communications. Extensive notes, as well as financial and operational goals that were included in the previous strategic plans, were revisited to determine or reaffirm their importance, and new goals, objectives, and desired outcomes were analyzed and discussed 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: updated mission, vision, goals and 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, vision, goals and objectives in this document incorporates input received at the June 2021 Board Strategic Planning Workshop.

MISSION

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

VISION FOR THE FUTURE

- *FWA is a leader and authority in prioritizing and implementing actions that provide water supply reliability and sustainability for the Friant Division.*
- *FWA works to build consensus within the Friant Division, then strategically implements and manages effective long-term water policies and projects.*
- *FWA member agencies recognize, through proven successes, that working, advocating, and speaking on behalf of the Friant Division is beneficial to the entire region.*
- *FWA is engaged at all levels – local, state and federal – and is recognized as a trusted and influential partner.*
- *FWA internal governance, administration, advocacy, and operations are effective and efficient.*



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 meet long-term demands.

Objectives	
1.1	Prioritize and execute regulatory, legal, and political actions to protect and restore existing water rights and supplies.
1.2	Assure the long-term average annual risk of an Exchange Contractor call on the Friant Division is less than 2%.
1.3	Develop and implement a long-term, equitable plan for ensuring acceptable water quality for the Friant-Kern Canal.
1.4	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. <i>NOTE: This will involve developing expertise at modeling and analysis and ensuring FWA has staff and other support to respond rapidly to changing needs.</i>
1.5	Conduct effective monitoring of and participate in the implementation of San Joaquin River Restoration Program Activities to ensure its success and protect Friant's interest.

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 consider the effectiveness of the organizational governance at the annual Board Offsite planning session.
2.2	<p>When urgent decisions must be made that do not fit into the standard decision-making timeline, FWA will work to disseminate information quickly to Board members and managers, obtain input and address comments, to enable the Board to take action.</p> <p>Decision-making process: <i>Managers Meeting</i> → <i>Homeboards/Homeboard Legal Counsel</i> → <i>Executive Committee</i> <i>Board of Directors</i> ←</p>
2.3	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.

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 to achieve its goals in the public, among its peers, and in the legislative and regulatory arenas.

Objectives	
3.1	When engaging with others, seek collaboration and strategic partnerships, win-win solutions, and settlements over litigation or other dispute resolution processes.
3.2	Develop practical, useful, and regular communication methods. At a minimum, have regular communication with the FWA Board and managers, as well as Friant Division Homeboards.
3.3	Continue efforts that maintain FWA as the leader in water policy and a valued resource for agencies, elected officials, and governments from throughout the Friant Division and beyond, to consult with on water issues.
3.4	Enhance and continue processes to proactively 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.
3.5	Identify opportunities and support growers and trade groups to engage productively in legislative and regulatory issues to further FWA's interests.



GOAL 4: WATER SUPPLY AFFORDABILITY

Ensure Cost-Effective Operations and Maximize Investment

Identify, prioritize, and implement actions to promote cost-effective FWA operations, ensure water supply affordability for Friant Division Contractors, and align investments in required Federal and State regulatory obligations with Friant Division priorities.

Objectives	
4.1	Reduce long-term average cost of water to Friant Division by 5% over five years.
4.2	Ensure that funds provided by the Friant Division for existing Federal and State regulatory obligations are aligned with FWA Priorities.

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 lead and direct the staff on the plan implementation and incorporate the Goals and Objectives into Leadership Team workflow.**
- The CEO and Leadership Team performance will be evaluated in part based on the 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 on the progress of the Strategic Plan implementation.**
- The Board, with staff support, will review and update the Strategic Plan annually.**