

SAN LUIS & DELTA-MENDOTA WATER AUTHORITY BOARD OF
DIRECTORS REGULAR MEETING
MINUTES SEPTEMBER 14, 2023

The Board of Directors of the San Luis & Delta-Mendota Water Authority convened at approximately 9:30 a.m. at 842 6th Street in Los Banos, California, with Chair Cannon Michael presiding.

Directors and Alternate Directors in Attendance

Division 1

Bobby Pierce, Director
Anthea Hansen, Director
Ed Pattison, Director

Division 2

Ross Franson, Director
William Bourdeau, Director
Beau Correia, Director
Lon Martin, Alternate for Bill Diedrich

Division 3

Jarrett Martin, Director
Cannon Michael, Director
Ellen Wehr, Alternate for Ric Ortega

Division 4

John Varela, Director - Aaron Baker, Alternate
Richard Santos, Director - Jim Beall, Alternate
Steve Wittry, Director
Joe Tonascia, Director - Joyce Machado, Alternate

Division 5

Allison Febbo, Director
Manny Amorelli, Director

Authority Representatives Present

Federico Barajas, Executive Director
Pablo Arroyave, Chief Operating Officer
Rebecca Akroyd, General Counsel (via ZOOM)
Rebecca Harms, Deputy General Counsel
Scott Petersen, Water Policy Director
Ray Tarka, Director of Finance
Jaime McNeill, Engineering Manager (via ZOOM)
Cindy Meyer, Special Programs Manager
Stewart Davis, IT Officer

Others in Attendance

Dana Jacobson, Valley Water
John Wiersma, Henry Miller Irrigation District
Chase Hurley, Pacheco Water District
Mike Wade, Farm Water Coalition (via ZOOM)

Bill Ball, Foley, Foley & Lardner, LLP (via ZOOM)
Kristin Olsen, Calstrat (via ZOOM)
Liz Kiteck, Bureau of Reclamation (via ZOOM)
Vince Lucchesi, Patterson Irrigation District (via ZOOM)
Heidi Williams, Valley Water
Tom Boardman, Westlands Water District (via ZOOM)

1. Call to Order/Roll Call

The meeting was called to order by Chair Cannon Michael and roll was called.

2. Board to Consider Additions or Corrections to the Agenda of Items, as authorized by Government Code Section 54950 et seq.

No additions or corrections.

CONSENT ITEMS

3. Agenda Items 4-6: Board to Consider: a) August 10, 2023 Meeting Minutes, and August 10, 2023 Workshop Minutes, b) Acceptance of the Financial & Expenditures Reports, c) Staff Reports.

On a motion of Director Richard Santos, seconded by Director William Bourdeau, the Board accepted the August 10, 2023 Meeting Minutes, August 10, 2023 Workshop Minutes, Financial Expenditures Reports, and Staff Reports. The vote on the motion was as follows:

AYES:	Pierce, Hansen, Pattison, Pattison, Franson, Bourdeau, Correia, L. Martin, J. Martin, Michael, Wehr, Varela, Santos, Wittry, Tonascia, Febbo, Amorelli
NAYS:	None
ABSTENTIONS:	None

ACTION ITEMS

4. Agenda Item 7: Board of Directors to Consider Finance & Administration Committee Recommendation Regarding Award of Contract, Execution of Construction Agreement for O'Neill Pumping-Generating Plant Water Storage Tank Rehabilitation, and Expenditure of up to \$220,000 from the FY 2024 EO&M Budget; CEQA Exemption.

Chief Operating Officer Pablo Arroyave introduced the item, and reviewed the memo included in the packet. Arroyave then referred to Engineering Manager Jaime McNeill. McNeill reported the Water Storage Tank Rehabilitation scope includes removing the existing tank liner of the two in-service tanks and installing a new tank lining system on the interior of the two storage tanks. McNeill reported that the tanks will be rehabilitated one at a time to avoid disruption of water service to the Plant. McNeill reported that on August 1, 2023, the Authority formally solicited for the Water Tank Rehabilitation

activities, and received two bids. McNeill reported that both bids far exceeded the budgeted amount. McNeill reported that as a result, staff is proposing to reallocate up to \$110,800 of funds from elsewhere in the FY24 EO&M Budget. McNeill reported that the line item for the O'Neill Pumping-Generating Plant Cooling Water System Rehabilitation Design has excess funds available for Water Storage Tank Rehabilitation. McNeill reported that staff recommends authorizing award of contract and execution of construction agreement with F.D. Thomas, Inc. for O'Neill Pumping-Generating Plant Water Storage Tank Rehabilitation, and expenditure of up to \$220,000 from the FY24 EO&M Budget.

On a motion of Director Bobby Pierce, seconded by Director Beau Correia, the Board approved award of contract, execution of construction agreement for O'Neill Pumping-Generating Plant water storage tank rehabilitation, and expenditure of up to \$220,000 from the FY 2024 EO&M Budget; CEQA Exemption. The vote on the motion was as follows:

AYES:	Pierce, Hansen, Pattison, Pattison, Franson, Bourdeau, Correia, L. Martin, J. Martin, Michael, Wehr, Varela, Santos, Wittry, Tonascia, Febbo, Amorelli
NAYS:	None
ABSTENTIONS:	None

5. Agenda Item 8: Board of Directors to Consider Water Resources Committee Recommendation Regarding Adoption of Staff Recommendation for Positions on Legislation.

Water Policy Director Scott Petersen reported and provided staff recommended support positions for consideration on the following legislation:

- a. S. 2636 (Bennett), Healthy Watersheds, Healthy Communities Act - Improve Water Infrastructure Affecting Authority Member Agencies
- b. S. 2250 (Bennett) / H.R. 4902 (Caraveo), Voluntary Groundwater Conservation Act of 2023 - Improve Water Infrastructure Affecting Authority Member Agencies

On a motion of Director Richard Santos, seconded by Director John Varela, the Board adopted staff recommendation for support positions on legislation. The vote on the motion was as follows:

AYES:	Pierce, Hansen, Pattison, Pattison, Franson, Bourdeau, Correia, L. Martin, J. Martin, Michael, Wehr, Varela, Santos, Wittry, Tonascia, Febbo, Amorelli
NAYS:	None
ABSTENTIONS:	None

6. Agenda Item 9: Board of Directors to Consider Adoption of Resolution Authorizing Execution of North to South Water Transfers Activity Agreement.

Deputy General Counsel Rebecca Harms reported that the Authority is now cooperating with Reclamation and local agencies to complete environmental review for a range of potential annual north-

to-south water transfers beginning in 2025 (“Water Transfers EIS/EIR”). Harms reported that the Authority has developed a new North to South Water Transfers Activity Agreement (“Activity Agreement”) for Authority members who desire to participate in the water transfers covered by the Water Transfers EIS/EIR. Harms reported that the Activity Agreement authorizes annual coordination of water transfer activities and specifies that the costs of the water transfers, including preparation and/or defense of the documents prepared pursuant to NEPA and CEQA, will be paid by Activity Agreement Members, and not by non-participating members of the Authority. Harms reported that members must notify the Authority of their intent to join the Activity Agreement by October 31, 2023.

On a motion of Alternate Director Lon Martin, seconded by Director Richard Santos, the Board adopted resolution authorizing execution of North to South Water Transfers Activity Agreement. The vote on the motion was as follows:

AYES:	Pierce, Hansen, Pattison, Pattison, Franson, Bourdeau, Correia, L. Martin, J. Martin, Michael, Wehr, Varela, Santos, Wittry, Tonascia, Febbo, Amorelli
NAYS:	None
ABSTENTIONS:	None

REPORT ITEMS

7. Agenda Item 10: Report on State and Federal Affairs.

Water Policy Director Scott Petersen provided updates related to Bay Delta Water Quality Control Plan Update, California Water Plan Update 2023, California Legislature (AB929, AB1594, Bond proposals), administrative staffing, IRA section 50233 – Drought Mitigation, endangered species, proposed rule on WOTUS, hearings, FY24 appropriations, and the Farm bill. Petersen answered Board questions throughout his presentation. Additional information was provided by Bill Ball and Kristin Olsen.

8. Agenda Item 11: Executive Director’s Report.

- a. **Strategic Plan Update** – Executive Director Federico Barajas reported that the updated Strategic Plan will be going out to the Board for a final review before it comes to the Board next month for adoption.
- b. **Jones Pumping Plant Rewind Project**– Executive Director Federico Barajas reported that the Jones Pumping Plant unit rewind project has been completed, and all six units are fully functional. Barajas reported that staff will present an overview at next month’s meeting.
- c. **Solar Over Canals Project** – Executive Director Federico Barajas reported that he had an introductory meeting with Reclamation and a private solar company regarding floating solar

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panels over large canals. Barajas reported that Reclamation has an internal call for proposals that would make funding available for this type of pilot project. Barajas stated Authority staff will review further details and will bring this item to the Water Resources Committee and Board of Directors for further consideration/action.

9. **Agenda Item 12: Chief Operating Officer's Report**

- a. **Intertie** – Chief Operating Officer Pablo Arroyave reported the 5th and 6th pumps have been installed at the Intertie.
- b. **O'Neill Pumping Plant Outage** - Chief Operating Officer Pablo Arroyave reported there is a potential for a 45-day outage next mid-April through the end of May for the O'Neill transformer rehab project. Arroyave reported that Authority staff will be working with Reclamation to plan for the outage.
- c. **Jones Pumping Plant Operations/Outage** – Chief Operating Officer Pablo Arroyave reported that a significant storm in November 2021 caused damage to building UZ11A, which affected the ability of that building to provide power to Jones Pumping Plant units 2 and 6. Since that time, there has been a short term fix, but it is critical to now repair building UZ11A. Arroyave reported that Board-approved work for a permanent fix is scheduled to occur between September 18, 2023 and October 6, 2023, and that efforts will be made to complete construction sooner to minimize the outage.

10. **Agenda Item 13: Update on Water Operations and Forecasts**

Chief Operating Officer Pablo Arroyave introduced Liz Kiteck from the Central Valley Operations Office (CVO) of the Bureau of Reclamation to provide an overview of CVP water operations and the latest forecasts. Kiteck provided updates regarding CVP storage, operations, and forecasts.

11. **Agenda Item 14: Committee Reports.**

- a. **Water Resources Committee** – Chair William Bourdeau reported that the committee met and addressed agenda items.
- b. **Finance & Administration Committee** – Chair Anthea Hansen reported that the committee met and addressed agenda items.
- c. **O&M Committee** – Chair Chris White reported there will be a meeting next month.

12. **Agenda Item 15: Outside Agency/Organization Reports.**

- a. **State and Federal Contractors Water Agency (SFCWA)** – No report.
- b. **Family Farm Alliance (FFA)** – Report included in the packet.
- c. **Farm Water Coalition** – Mike Wade reported that the Farm Water Coalition's recent

influencer tour was very successful.

- d. **Association of California Water Agencies (ACWA)** – Director John Varela provided a brief report on ACWA's Diversity Equity Inclusion Foundation. Varela reported that they are developing a scholarship program, and plan on awarding the first one at the fall ACWA conference.
- e. **Water Blueprint for the San Joaquin Valley (WBSJV)** - Water Policy Director Scott Petersen reported that the Blueprint Board met on August 16, 2023.
- f. **SJV CAP** - Water Policy Director Scott Petersen reported Authority staff continues to work with CAP management staff and Reclamation to obligate \$750,000 for CAP, and we anticipate beginning work with the budget office in October, assuming that there isn't a challenge with Reclamation operating on a continuing resolution (CR). Petersen reported that if Reclamation is operating on a CR, staff anticipates additional delays in obligating the funding from the FY22 appropriations bill and the CAP Steering Committee is actively exploring alternative funding opportunities for stopgap funds to continue supporting the program.
- g. **CVPWA** – Director Anthea Hansen provided a brief report.

13. **Agenda Item 19: Board Member Reports.**

Director Richard Santos gave credit to Director Anthea Hansen for chairing the recent LVR JPA meeting.

Director John Varela reported that Director Richard Santos recently celebrated his birthday.

14. **Agenda Items 20-21: Closed Session Report.**

Chair Cannon Michael adjourned the open session to address the items listed on the Closed Session Agenda at approximately 11:03 a.m. Upon return to open session at approximately 11:35 a.m., Chair Cannon Michael stated that no reportable actions were taken.

15. **Opportunity for Public Comment**
No public comment.

16. **Agenda Item 22: Reports Pursuant to Government Code Section 54954.2(a)(3)**
No report.

17. **Agenda Item 23: Adjournment.**
The meeting was adjourned at approximately 11:36 a.m.



October 5, 2023

To: Pablo Arroyave, Chief Operating Officer

From: Bob Martin, Facilities O&M Director

Subject: O&M Report for September 2023

OPERATIONS DEPARTMENT

The C.W. "Bill" Jones Pumping Plant (JPP) operated with 4-5 units during the first 25 days of September. The average rate of pumping for the JPP was 4,042 cfs for the same period.

Total pumping at the JPP for the first 25 days of September was 192,433 acre-feet. The O'Neill Pump/Generating Plant (OPP) generated 0 acre-feet, and pumped 66,870 acre-feet during the same period. 16,080 acre-feet was pumped at the Delta-Mendota Canal/California Aqueduct Intertie Plant (DCI) and 0 acre-feet was reversed from the DCI into the DMC for the first 25 days of September.

The Federal share in the San Luis Reservoir on the 25th of September was 790,583 acre-feet as compared to 185,265 acre-feet for the end of September 2022.

During the first 25 days of September, releases from Friant Dam ranged from 390 to 425 cfs with 5,791 acre-feet entering the Mendota Pool during the same period. Flows past the Mendota Dam for the San Joaquin River Restoration Program (SJRRP) were 5,812 acre-feet for the first 25 days of September. During the month of August, an additional 512 acre-feet of Kings River water entered the Mendota Pool via the James Bypass.

Canal Operations Department

The Canal Operations crews worked on the following activities this month:

- Pitot Tube flow measurements at MP's

23.94 R	31.60 RB	62.67 L
25.02 R	47.37 R	80.99 L
29.19 L	55.85 L	81.80 R
29.95 RA2	61.37 R	86.71 R

- Open Channel flow measurement at MP's

4.98	72.38	76.05	115.90
Volta 10' Gate	Volta Cross Channel	Volta Wasteway	SJR Below Dam

- Serviced flow meters at MP's

20.42 L	31.60 R	44.24 R
29.56 L	32.36 L	46.02 L
29.95 R	32.38 R	46.19 R
30.43 R	44.22 LA	75.43 L
31.31 L	44.22 LB	78.56 RB
		97.70 R

- Coordinated SJRRP flow testing with USBR
- Bi-weekly meter readings on all active 200 plus turnouts
- Inspected Wasteways
 - Westley
 - Newman
 - Volta
 - Firebaugh
- Collected water samples at MP 10.62, 20.63, 29.95, 39.21, and 45.77
- Groundwater well soundings
 - Upper DMC Warren Act
 - Lower DMC Warren Act
 - Central SGMA
 - Northern SGMA
 - USGS Monitoring Wells
- Routine patrols
 - DMC
 - Mendota Pool
 - San Luis Drain

Other Activities

The Control Operations crew performed the following switching/clearance orders this month:

- C-23-DM-35 Volta Well pump removal and inspection
- C-23-ON-53 OPP Unit 2 distributor shaft oil leak
- C-23-JP-54 UZ11A bushing box repair
- C-23-DM-55 DMC Milepost 39.22 turnout gate replacement
- C-23-DM-56 DMC Milepost 48.60 turnout gate replacement
- C-23 ON-57 OPP Unit 4 distributor shaft oil leak
- C-23-DM-58 DMC Milepost 96.18 dive inspection (DRS)

MAINTENANCE DEPARTMENT

The SLDMWA Facilities maintenance crews worked on the following projects this month:

Jones Pumping Plant

Electrical/C&I Maintenance Crews:

- JPP West, Center, and East tunnel flow SCADA communication issue troubleshoot and repair
- JPP Unit 4 Kinney Strainer trip investigation troubleshoot and repair
- MGR cabinet module troubleshoot and repair
- Building UZ11A contractor support and repairs

- SEL 2411 alarm investigation and troubleshoot
- Switchyard lighting inspection quarterly PM
- JPP sewer room drain pump test and inspection bi-annual PM
- JPP emergency lighting inspection PM
- JPP flooding alarm test quarterly PM

Mechanical Maintenance Crews:

- Fabricate new BFV stops and wheels for JPP Units 1,3, and 5
- Repair pin hole in cooling water pipes
- Replaced the pump switch on the wheel pit pump
- Replaced pump on the air wash unit
- JPP Unit 2 annual maintenance
- Machine Shop rail car rehab (blast and paint)
- JPP intake deck and railings maintenance
- Building UZ11A repairs
- Fabricate fittings for O-Ring seals for the traveling gearbox breathers
- Fabricate actuator shaft straightening tool for OPP
- OPP Unit 2 Distributor oil leak support
- JPP main rollup door troubleshoot and repair
- DMC Checks 1 - 6 mechanical inspection 12-month PM
- Monthly JPP 100/20 Ton crane/hoist PM
- TFO entry gate quarterly PM
- USBR entry gate quarterly PM
- TFO car wash water recycling unit monthly PM
- Unit gland water/sight glass bi-annual PM
- JPP butterfly valve air system receiver 12-month PM

Civil Maintenance Crews:

- Trash rack cleaning support

O'Neill Pumping/Generating Plant

Electrical/C&I Maintenance Crews:

- OPP Penstock/siphon breaker ventilation fan test and inspection PM
- OPP emergency lighting PM
- OPP Unit 2 vane limit switch adjustment, calibration, and repair
- OPP Unit 6 vane limit switch adjustment, calibration, and repair
- OPP Morris Drill troubleshoot and repair of faulty wiring
- OPP Station Service battery internal resistance test and inspection PM
- OPP Station Service battery test and inspection PM
- OPP emergency generator semi-annual PM
- OPP security gates test and inspection PM
- OPP Station Service battery charger test and inspection PM
- OPP Station Service dry transformer test and inspection PM
- OPP annunciator panel test and inspection PM
- OPP 65/10 Ton bridge crane test and inspection PM
- OPP annual cathodic protection system test and inspection PM
- OPP cathodic protection system test and inspection PM
- OPP U1 vibration monitoring device development project
- OPP UPS battery internal resistance test PM

Mechanical Maintenance Crews:

- OPP sump pump debris clean out
- OPP Unit 4 distributor hub oil leak investigation and repair
- OPP Unit 2 distributor hub oil leak investigation and repair
- OPP Siphon Building install/replace air dryers on building air system
- OPP Siphon Building inspection quarterly PM
- OPP 5 Ton stop log gantry crane test and inspection PM
- OPP Building inspections quarterly PM
- OPP 3 Ton jib crane test and inspection PM
- OPP emergency generator semi-annual PM
- OPP shop cleanup and organization

Civil Maintenance Crews:

- None to report

DMC/CA Intertie Pumping Plant

Electrical/C&I Maintenance Crews:

- None to report

Mechanical Maintenance Crews:

- None to report

Civil Maintenance Crews:

- None to report

Delta-Mendota Canal

Electrical/C&I Maintenance Crews:

- Apply new arc flash labels to LBFO electrical panels
- LBAO general lighting and electrical repairs
- Repair electric plugs to power cords on shop heater
- LBFO carport lighting replacement preparation and repair

Mechanical Maintenance Crews:

- None to report

Civil Maintenance Crews:

- Mechanical weed control MP 1.00 to 116.00
- Check structure maintenance PM
- Check building painting and maintenance
- Trash collection from MP 1.00 to 116.00
- LBAO above ground fuel storage tank inspection PM
- Test can modifications and maintenance along the DMC
- Repair gates and fences along the DMC from MP 1.00 to 60.00
- DMC meter box maintenance and repairs
- Repaired erosion damage from MP 1.00 to 116.00
- Grading of DMC roads from MP 1.00 to 116.00 PM
- Cleaned drain inlets from MP 1.00 to 116.00 PM

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- Rock and material hauling to MP 98.18 damaged liner section
- LBFO sling cable and wire rope inspection PM
- San Luis Drain road grading PM
- Fabricate and install handrails
- Volta Wasteway silt removal maintenance
- Pot hole repair
- Flow meter cleaning at MP 115.90 monthly PM

Tracy Field Office

Electrical/C&I Maintenance Crews:

- Hazardous Waste storage area electrical equipment 12-month PM
- Control Building emergency lighting PM
- JPP Domestic Water Treatment Plant replacement project
- TFO emergency lighting PM
- Irrigation system panel troubleshoot, investigation and repair
- TFO Warehouse HVAC system 6-month PM
- CMT/VMT HVAC system 6-month PM
- Admin/E-shop HVAC system 6-month PM
- TFO UPS battery system PM
- Water Treatment Plant pressure switch repair

Mechanical Maintenance Crews:

- Annual bathroom facility inspection
- Installed active shooter protection bolts to TAO main entrance doors
- JPP Domestic Water Treatment Plant preparation and pipe work
- TFO plumbing repairs

Civil Maintenance Crews:

- JPP trash rack cleaning
- Building UZ11A repairs
- OPP industrial water trash rack fabrication
- Water Treatment Plant replacement/repair project

Other Activities

- None to report

USBR Support Services

The Water Authority crews supported the following work at USBR facilities during the outage this month:

- TFCF trash conveyor belt link adjustments
- TFCF damaged sweep arm mitt rebuild
- Delta Cross Channel Bait Station monitoring
- TFCF Egeria weed removal
- TFCF debris removal behind Traveling Screen #5

ENGINEERING DEPARTMENT

The Engineering staff worked on the following O&M projects this month:

- Data management of well readings and creation of Warren Act hydrographs
- TPP Water Treatment upgrade, SCADA incorporation
- TPP Water Treatment PLC replacement
- DCI U3 & U4
 - Added U3 & U4 functionality and visibility to SCADA
 - Worked on PLC construction drawings
- Operator C station development
- OPP actuator rod procurement/installation
- OPP SCADA user station development
- OPP insulation tester replacement
- OPP siphon house air compressor replacement
- DMC check motor replacement
- DMC turnout abandonment procedure development
- OPP Kinney Strainer shaft repair
- OPP compressed air dryer replacement
- OPP Trash Rack for industrial water inlet
- DMC drain inlet cleaning support
- Clearing of the inlet of the culvert crossing @ MP56.19
- Jones Unit 6 warranty inspection prep work
- OPP high pressure air compressor replacement
- Check 18 liner damage and inspection

Land Management Activity Summary:

The Engineering staff issued five (2) access permits this month:

- Access permit P2402026 was issued to Del Puerto Water District allowing temporary stockpiling of almonds and gypsum on the canal right-of-way at various locations within the district's jurisdiction
- Access permit P2402027 was issued to Stanislaus Towing Services allowing them to recover and remove vehicles along the Delta-Mendota Canal from MP3.50 to MP116.48

The Engineering staff were involved with the following land management projects this month:

- Orestimba Creek Recharge Project
- Safavieh BTS Patterson Warehouse Project
- Rogers Road Bridge replacement, 65% comments
- Nees Ave Bridge replacement, Fresno County Public Works

SAFETY DEPARTMENT

The Safety Department worked on the following items this month:

- Provided Job Hazard Analysis support to the crews
- Sent out Safety Topics for the month of September to all SLDMWA staff:
 - 9-1-2023 Electrical Safety
 - 9-2-2023 Good Housekeeping
 - 9-3-2023 Hot Work Safety
 - 9-4-2023 Handling Materials

- Provided Safety Message for September 2023 Newsletter
 - Stretching for Injury Prevention
- Scheduled annual hearing tests for selected employees
- Attend a 2-Day Hazardous Waste Management Workshop – Lion Technology Inc.
- Inspected Fall Protection Equipment – Harnesses and Lanyards

PROCUREMENT AND WORK & ASSET MANAGEMENT DEPARTMENT

The Work & Asset Management Department worked on the following items this month:

- Continuous staff training and support for newer employees
- Resolved various invoice issues and disputes
- Closed out several pending NetSuite tickets for various issues
- Contracts/PO Agreements/LOA's Status Update:
 - F23-TFF-017 Tension Arm Repairs - Contract executed 4/12/23, with start date still pending funding from Bureau
 - F24-OPP-003 Plant Water Storage Tank Rehab - Board approved 9/14/23, pending signatures
 - F24-TFO-001 Slurry Seal Project – <\$60k. Contract executed on 8/2/23 with work anticipated 10/5/23
 - F24-DMC-012 DMC Chip Seal Project – Project completed
 - F24-OPP-013 UPS Battery Replacement – No bids received on due date, working with single vendor and pending receipt of bid documents
 - F24-OPP-009 Station Battery Replacement – Received one single bid, with revisions needed. Pending updated bid documents from vendor
 - F24-ALL-006 Heavy Equipment Rental Master Agreement – Pre solicitation stage, Scope of Work (SOW) being developed
 - F24-DMC-010 Diving Services Master Agreement – Pre-solicitation stage, developing SOW for contract
 - F24-ALL-005 Biological Survey Master Agreement - Pre-solicitation stage, SOW being developed for contract
 - F24-TFO-002 Fuel Delivery Master Agreement – Pre-solicitation stage
 - F24-TFF-016 Wood Grinding and Pole Disposal Contract – Bids received, pending Bureau review.
 - F24-DMC-014 Flowmeter Phase 3 – Received quote from McCrometer, pending internal review with Engineering. Single Source Contract
 - F24-ALL-017 Storm Drain Vault Cleaning – PO issued 8/22, pending PO increase due to unanticipated events
 - F24-OPP-019 Transformer Rehab Project Management – Professional Services Contract executed 8/18
 - F24-JPP-018 – Units 1-6 Rewind Inspection – Professional Services Contract executed 8/15
 - F22-DMC-047 Change Order 1 executed on 8/4
 - F24-ALL-020 Fire Sprinkler Inspection – Pre-solicitation stage, pending SOW update from Project Manager
 - F24-TFO-021 Tree Stump Removal – RFQ, received quotes, pending contract signatures
 - F24-ALL-022 Municipal Advisory Services – Agreement executed

Ongoing:

- Purchasing in support of the O&M crews, and maintaining/replenishing warehouse stock
- Warehouse receiving, stocking, and distribution
- Invoicing/vendor bills/vendor credits processing/invoice disputes
- Janitorial cleaning & disinfecting per COVID-19 guidelines
- Participated in NetSuite weekly & biweekly meetings
- Contract Management/Administration Activities, including bi-weekly contract update meetings with Engineering Staff
- Developing/implementing purchasing/procurement and asset/inventory procedures/boilerplate templates
- Bi-weekly WAM staff meetings to discuss updates/issues
- Contract invoice payment reviews, invoice disputes as needed, invoice payments
- Continuous testing for improvements to procedures in NetSuite, as well as ongoing issues related to NetSuite constraints
- Development of Blanket Contracts and Blanket Purchase Orders/Agreements
- Reviewing/closing out old/open PO's in NetSuite
- Reviewing and marking dead stock inventory for disposal
- Bi-weekly Shepherd meetings

INFORMATION TECHNOLOGY DEPARTMENT

The Information Technology Department worked on the following items this month:

Administrative Activities:

- Monthly FAC, WRC and BOD meetings with Zoom
- Creating policies for BYOD (Bring your own device) with legal
- FY25 RO&M budget
- Strategic Plan workshop
- South of Delta Drought Plan meeting
- Renewal of AT&T WAN contracts

General Network & Desktop Support:

- Desktop support calls
- Research impacts of CA AB1637 on SLDMWA website
- Firewall firmware updates
- Verified lateral network activity as reported by Darktrace
- LBAO Board Room sound troubleshoot
- Make archived files and emails available for General Council research
- Replaced hard drive for O&M Manager
- Server security updates
- Installed new AD Server in Sacramento office
 - Prepped for file history (laptop backups)
- Re-imaged surface for General Council
- Configured AT&T portals

Ongoing:

- NetSuite
 - User and Administration
 - Bi-Weekly Implementation Team meetings

- Monitor Citrin Cooper support activities for NetSuite
- Shepherd
 - Weekly progress meetings
- Server refresh prep for deployment to LBAO, LBFO, OPP, SAC.
 - WAM Servers, prepping for redeployment
- Cybersecurity
 - Monitor Symantec Anti-Virus Management Console
 - Security updates on Servers
 - Monitor Firewall
 - Monitor Darktrace appliance reporting
 - Update additional AV security settings
 - Multi Factor Authentication (MFA) vendor SurePassID
 - Cyber Security training and webinars
 - Cyber Readiness Institution Certification Course
 - Cyber Security Team
 - Cyber security Incidence Response Plan
 - Disaster Recovery Plan
 - Business Continuity Plan
 - Monitor IBM (MAAS360) Mobile Device Management
 - Review Infragard dispatches – FBI Cyber Security group
 - Monitoring Darktrace Cyber Security appliance in IT network
 - Advanced configurations IT/OT
- Continue to troubleshoot email autodiscover issues
- Water Operations iPads and new app deployments via MDM
- Deployment Office 2021
- Gate control planning
- DWR regarding use of fiber from a 1992 contract agreement
- Document management evaluating quotes
- Logistical and technical support provided to Trofholz, new site security installation vendor hired by USBR

HUMAN RESOURCE DEPARTMENT

The Human Resources Department worked on the following items this month:

General Administrative Activities:

- Active Recruitments
 - None to report
- Closed Recruitments
 - Control Operator- Interviews scheduled
- Candidates Selected
 - None to report
- Skills Testing
 - None to report
- New Hire Orientations
 - None to report
- ADA Accommodations

Trainings:

- Cyber Security training tracking (all staff)
- Sexual Harassment Prevention training tracking (all staff)
- Defensive Driving training tracking (all staff)
- Ethics training tracking (executive staff)

Government Reporting:

- EEOC report tracking
- Affirmative Action report tracking

Ongoing:

- Performance appraisal tracking
- FMLA notices/follow-ups
- COBRA notices/follow-ups
- Worker's Comp follow-ups
- Monthly safety points distribution
- Health benefits eligibility/employee assistance
- Job description updates
- Policy updates
- Maintain OSHA logs for calendar year
- PIV Cards (USBR)
- Wellness Program

EXTRAORDINARY O&M & CAPITAL PROJECTS

DELTA-MENDOTA CANAL (DMC)

Bridge Abutment Repair at MP 92.73 (FY21)

Status: No changes this month. PG&E has completed the relocation of the 6-inch gas transmission line that crosses under the MP 92.73 bridge serving the City of Dos Palos. In the process of removing the pipeline from the bridge, PG&E's contractor damaged the concrete stem wall. Staff performed a visual inspection with PG&E inspectors and contractor and determined that the damage is within SLDMWA's capabilities for repair. PG&E has agreed to reimburse SLDMWA the full cost of the repair (\$40k estimate), which is currently scheduled to be completed with the erosion repair. Scheduling for the erosion and liner repairs under the bridge abutment was planned for Spring 2023; however, there is a discussion of a planned Mendota Pool Dewatering which will allow SLDMWA to perform the repair in the dry. This will save SLDMWA money and time for construction and allow us to repair an adjacent site. Further planning and discussions are required. In the meantime, the bridge remains closed until repairs are complete.

DMC Subsidence Correction Project

Status: SLDMWA is continuing to work closely with Reclamation on the DMC Subsidence Correction Project and is managing the \$2.4M CDM Smith Feasibility Study contract, and the \$2.7M Terracon Geotechnical contract. The Feasibility Report is expected to be completed in approximately one year, with certain environmental permitting extending longer as needed. The Final Draft Report has been delayed while the USBR review is ongoing. The Feasibility Team held a Technical Workshop with the USBR policy group and reviewers last month. Since then, the team has reviewed comments and prepared answers and will provide comments next month. CDM Subconsultants are preparing the final Wetland Delineation and Archeological reports over the next couple of reporting periods. These documents support the environmental and permitting efforts and have no bearing on the Feasibility Study. Geotechnical consultant, Terracon, was awarded a Contract Amendment to complete the final Geotechnical Investigation Phases 2 & 3 in December 2022 and has completed 100% of the CPT's, 94% of the drill holes using mud rotary methods, and 100% of test pits. Additional services are being requested by USBR to have Terracon prepare foundation design recommendations. USBR has prepared a draft SOW for SLDMWA review however, it will require further review by the USBR bridge group to ensure it captures all requirements. It is anticipated that a new proposal will be prepared in support of a new contract over the next couple of reporting periods. Staff will begin reviewing Caltrans requirements and look for a multi-disciplined consultant to assist with the management of the bridge design deliverables necessary to gain Federal Highway Administration funding as part of the subsidence project. The deliverables are typically prepared years in advance of project approvals.

Numerous design data collection efforts have been coordinated and continue to be discussed. This month SLDMWA staff coordinated the cleaning of the drainage inlets to allow USBR staff to perform an assessment of the structures. Looking towards the fall, USBR is planning to visit the DMC to assess conditions

EXTRAORDINARY O&M & CAPITAL PROJECTS

of the Lower DMC embankments during a planned dewatering of the Mendota Pool. The assessment will include a photogrammetric survey to capture topographic data of the Lower DMC canal prism.

The SLDMWA continues to provide support to Reclamation as they manage the construction contract with Unico Services to install the two additional pumps at the DMC/CA Intertie Pumping Plant (DCI). All field work and commissioning has been completed. USBR is awaiting spare parts from the contractor to issue final acceptance. SLDMWA activities to integrate the pumps into SCADA are in progress.

DMC Turnout Flowmeter Upgrade Program – Phase 3 (FY23)

Status: The list of needed flowmeters for this phase was provided to McCrometer several weeks back, and the quote came back significantly higher than anticipated. With increased McCrometer rates, staff is re-evaluating the list of meters to purchase during this phase to remain within budget. Once the list has been finalized, a revised quote will be requested to enter into the single-source contract.

O&M Road Maintenance Program – Phase 2 of 5 (FY24)

Status: All site work completed, pending final retention invoicing.

C.W. "BILL" JONES PUMPING PLANT (JPP)

JPP Excitation System & Control Cabinet Modernization (FY18)

Status: SLDMWA is currently in contract with Reclamation through a Letter of Agreement (LOA). The 100% design package (SpecB) is scheduled for completion in December 2023. Once received, SLDMWA staff will begin putting together the solicitation package. SLDMWA has received notice that the application for \$25M of BIL (Aging Infrastructure) funding was approved and is working with Reclamation on repayment details. A separate LOA has been executed to fund the repayment negotiations, and SLDMWA is awaiting Reclamation to schedule a meeting.

JPP Wear Ring Purchase (FY22)

Status: No activity

JPP Unit No. 3 Rewind

Status: Jones Unit 3 Rewind Project is complete. Performance testing of the unit was completed during the week of 8/21/2023 and the unit was returned to service on 8/15/2023. Reclamation is preparing the substantial complete letter and acceptance of the performance test results. Staff is preparing the final invoices for the project.

TSY Switchgear Building UZ11A Repairs (Unplanned Project)

Status: A ground fault incident occurred in October 2021 that damaged the main feeder switchgear and bushing box in switchgear building UZ11A. Partial repairs were made, and the building is currently energized via adjacent switchgear building UZ8A (or UZ6A depending on circumstance). A two-phased contract was issued

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EXTRAORDINARY O&M & CAPITAL PROJECTS

to Powell, the original designer and installer of the switchgear building, to supply repair materials (Phase 1), and perform the onsite repair work (Phase 2). Phase 1 supply contract has been completed, which included supplying the replacement bushing box, CTs, surge arresters, other damaged components. CVO has provided approval for the two unit outage (U2 & U6). These units are the units connected to the UZ11A Switchgear Building.

Powell started on the repairs for UZ11A on September 18, 2023 and completed them on September 26, 2023. SLDMWA supported Powell with tools, operating heavy equipment, and technician assistance with relay tests. Tasks included replacing bushing box, one set of CTs, bus bars and connections, surge arresters, modifications to seal bottom openings, installing rain hoods, electrical tests of protective relays, power circuit breakers, PTs, CTs, ammeters, voltage circuits, and CT circuits. Powell and SLDMWA worked through the week days and Saturday. The final commissioning tests are scheduled on September 28th and 29th.

JPP Concrete Slab by Trashrake Dumpster (FY23)

Status: Project is currently in the planning and design phase. Technical specifications that incorporate the Geotechnical Report prepared by a consultant are approximately 70% complete, with the design drawings 100% complete. Once all technical specifications have been completed, a schedule will be developed for the solicitation and construction phases.

O'NEILL PUMPING/GENERATING PLANT (OPP)

Main Transformers Rehabilitation/Replacement

Status: A Transformer Condition Assessment was performed by TSC in 2019. The transformers were in such poor condition that it was recommended that the transformers be refurbished or replaced. A Value Planning Study was conducted in 2020 and concluded to refurbish/rehabilitate the transformers in short term and plan to replace the transformers in the future. Emergency measures were also performed which included replacing (3) obsolete high voltage bushings (2019) and hot oil reconditioning of the in-service transformers (2020) to ensure transformers remained eligible for rehabilitation.

The SLDMWA awarded the rehabilitation contract to Cal Electro Inc. (CEI) on May 10th (Board approved award on May 4th) and the Notice to Proceed was issued on May 18th. The construction required 45-day system outage at O'Neill PG Plant is planned for April-May 2024, pending favorable hydraulic conditions. Monitoring transformer insulation fluid continues quarterly with recent results confirming the insulating oil is still in good condition. Pennsylvania Transformers Inc. (PTI, transformer OEM) is providing support to CEI for the Project. CEI has added RESA Power as a subcontractor to initiate inspections on the transformers to evaluate plans for the rehabilitation. RESA performed the inspections on July 27th. SLDMWA has entered into a professional services contract with DHR Hydro Services, Inc. for project management services.

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CEI has finalized configurations for ProCore (CDMS). Submittals for arresters, high side bushing, relays, and fan kit for the cooling system have been received. TSC has reviewed and approved the high side bushing, preapproved the fan kit pending fan controls, and arresters are to be corrected and resubmitted.

OPP Upgrades (Previously Pump Bowl Modification & Replacement)

Status: The Water Authority is moving forward with the projects included in the 10 Year Plan, with many of them identified to be included in an upcoming BIL application. Developing design and construction cost estimates for all BIL identified projects is a priority right now, and will be completed through the use of Reclamation TSC, private engineering consultants, and internal staff. The following four projects are anticipated to be included; 1. Unit Woodward Governor Replacement, 2. Unit Rotor & Stator Rewind, 3. Pump Bowl Replacement Program, and 4. Pump Assembly & Penstock Rehabilitation Program. This month staff met with Pentair, the original pump bowl manufacturer to kickoff the Pump Bowl Replacement Program project.

OPP UPS Battery Charging System Replacement (FY22)

Status: Staff created the contract scope of work and solicited quotes in early August. One contractor returned a bid on the project and we should be entering into a contract with them by the end of this month. Installation of system is scheduled to occur during the planned outage for the OPP Main Transformer Rehabilitation project.

OPP Station Service Backup Battery System Replacement (FY23)

Status: Staff created the contract scope of work and solicited quotes. One contractor returned a bid and we should be entering into a contract with them by the end of this month. Installation of system will be done concurrently with the UPS Battery Charging System Replacement during the planned outage for the OPP Main Transformer Rehabilitation project.

OPP Accusonic Flowmeter Console Upgrades (FY23)

Status: The final 2 units were installed this month. Project is complete.

OPP Plant Water Storage Tanks Rehabilitation (FY24)

Status: The request for additional funding and contract award was approved by the Board of Director's at the September board meeting. Staff is currently working with the contractor to obtain the appropriate bonds, and awaiting the signed agreement from them. Once received, a Notice to Proceed will be provided.

OPP Cooling Water System Rehabilitation Design (FY24)

Status: Design will be performed using internal staff. Rehabilitation is anticipated to be a replacement in kind, with minor modernizations and improvements. Because in-depth design services will not be required, the Board has approved a portion of the design budget to be allocated to supplement construction agreement costs of the OPP Plant Water Storage Tanks Rehabilitation. Staff began purchasing

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parts this month, focusing on the long lead items. Upgrades of the installations are planned to occur during the OPP Transformer Rehab outage next Spring.

OPP Sand Filter System Rehabilitation Design (FY24)

Status: Preliminary planning activities have begun. Staff have explored the options to replace the existing tanks in-kind, or to rehabilitate the existing tanks in place. Due to the geometry of the configuration, both options present significant difficulties. During original installation, the tanks were placed prior to pouring the floor above, making it impossible to install new tanks without significant torching and welding efforts. In addition, the tanks are placed very close together giving little room to complete rehabilitation-in-place within a timely manner. In response to these difficulties, staff is exploring installing a new filter technology that incorporates a much smaller footprint, through a pilot study. The plan is to install a VAF, V-1000 self-cleaning screen filter at the JPP to test the performance of this system. If successful, the SLDMWA will present the performance results to USBR for consideration as an alternate to the existing sand filter system.

TRACY FACILITIES (TFO)

TFO Domestic Water Treatment Plant Replacement (FY20)

Status: Replacement water treatment equipment has been ordered with an anticipated delivery date of October 2023. Construction has begun and to date the roof has been replaced and grading of the surrounding area is underway.

TFO O&M Compound, Seal Coat Surfacing & Striping (Including USBR Lot) (FY23)

Status: Due to budgetary constraints, the scope of the project has been reduced to only the USBR's parking lot instead of the entire compound. A RFQ was issued last month and bids were received to coat and stripe the site per Caltrans Standard Specification 37-3 Slurry Seal. American Asphalt has been awarded the contract to slurry seal and stripe the parking lot for the amount of \$59,985.20. The slurry seal of the USBR parking lot has been scheduled for October 5th and 6th, and the striping will occur on October 13th, 2023.

MULTIPLE FACILITIES

TFO/LBFO/DCI Arc Flash Hazard Analysis (FY22)

Status: The Analysis was conducted by Reclamation TSC through a LOA. The onsite surveys for TFO, LBFO, and DCI were completed in September 2022. Final report for LBFO Arc Flash Hazard Analysis has been received. Draft report for DCI Arc Flash Hazard Analysis has been reviewed and responded with feedbacks. TFO Arc Flash Hazard Analysis will be reviewed upon receipt.

SCADA System Evaluation (FY23)

Status: The development of controls and SCADA standards and best practices is in process. Staff is continuing to work on the project, with the following tasks in progress:

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- Developing a plan for obsolescence, remediation and continuous improvement of SCADA and controls;
- Developing plan for testing the security, speed, and proper use of DWR fiber;
- DarkTrace is now being used to monitor OT network to develop a baseline
- Developing a plan for file structure and file backup on new file server;
- This month, staff completed the implementation of new wiring structure and organization plan into the current rack system;
- Finalizing software conversion plan;
- Developing plan to implement CISA and federal cyber security mandated requirements with the least amount of system downtime.



STAFF MEMORANDUM

TO: Board Members and Alternates

FROM: Scott Petersen, Water Policy Director
Cynthia Meyer, Special Programs Manager

DATE: October 5, 2023

RE: Update on Science Program

SUMMARY

The San Luis & Delta-Mendota Water Authority's ("Water Authority") current science commitments for Fiscal Year 24 (March 1, 2023 – February 29, 2024) may be considered in two categories. First, the Water Authority re-budgeted \$125,000 in the current budget to fund two activities and/or studies previously authorized to be funded. Second, the Water Authority has budgeted \$390,000 in the current budget for science studies. More detail regarding the various science commitments is provided below. In total, the Water Authority started the current fiscal year with approximately \$515,000 available to fund science, of which \$125,000 has been obligated.

1. Previous Commitments - \$125,000 in FY 24 Budget

Subject	Description of Work / Objective(s)	FY 24 Budget
Joint Funding CSAMP Delta Smelt Structured Decision Making Phase 3	This funding would support management and technical analyses required to conduct Phase 3 for the CSAMP Delta Smelt Structure Decision Making (SDM) project. Technical analyses would include modeling and the application of other analytical tools to evaluate the consequences of proposed management actions for Delta Smelt as well as the evaluation of potential consequences to other resource values including water supply and agriculture. Phase 3 is underway and will provide a Formal evaluation of Delta Smelt recovery actions along with the full suite of objectives: Salmon, Ecosystem, Water Supply, Cost, Learning.	\$120,000
Joint Funding Delta Coordination Group Structured Decision making Facilitation	Funds support and assistance with the structured decision making for recommendations for summer-fall habitat actions for delta smelt by the Delta	\$5,000

	Coordination Group to the U.S. Bureau of Reclamation and the Department of Water Resources. Main contract with Dr. Jennie Hoffman with Adaptation/Insight, using Compass Resources.	
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2. New Science - \$390,000 in FY 24 Budget

Subject	Description of Work / Objective(s)	FY 24 Budget
Science Studies/Efforts		\$390,000
CAMT Studies	<p>This funding would match State Water Contractor funding obligated for CAMT studies. The Water Authority and State Water Contractors are currently jointly researching two potential uses for this funding – 1. Continuation of Delta Smelt SDM funding for Phase 3b, or 2. Execution of a contract for Salmon Structured Decision Making.</p> <p>After deliberation within CAMT/CSAMP, the group has chosen to pursue continued development of the Delta Smelt Structured Decision Making Phase 3b, with the salmon recovery strategy being advanced through in-kind contributions this year.</p>	\$150,000
Joint Funding CAMT Technical Support	Funds support technical engagement by Hansen Environmental (Chuck Hansen) in CAMT and CSAMP meetings. Contract held by SWC.	\$30,000
Delta Coordination Group Summer Fall Habitat Action Structured Decision Making Facilitation Support	Funds support facilitation and assistance with Delta Coordination Group Structured Decision Making for Delta Coordination Group recommendations to Reclamation and DWR related to Summer Fall Habitat Actions in the Biological Opinions and State Incidental Take Permit. Project jointly funded with State Water Contractors.	\$10,000
SLDMWA Technical, Science and Regulatory Support	Funds will be used for engagement in Science Program, technical or regulatory efforts that arise in FY 2023. Anticipated use includes technical support for the reconsultation on long-term operations of the CVP and SWP, anticipated ESA listing decisions for longfin smelt, giant gardener snake, yellow-legged frog (and others), and engagement in efforts associated with the Bay-Delta Plan Update and VA Science Plan.	\$200,000

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SCIENCE PROGRAM ACTIVITIES:

Staff participates in several science forums and coordination activities. The highlights include:

Voluntary Agreements (VA):

The VA Science Committee provided the draft Strategic Plan to the SWRCB for approval at the September 6th meeting. The next effort will develop the appendices on the plan including the peer review process, use of best available science, tributary monitoring plans, and prioritization of hypotheses.

Delta Coordination Group (DCG):

Staff participated in the DCG meetings and provided input on the recommendations for temperature thresholds for Habitat Suitability Index. The DCG is applying the 100 TAF of water provided to support the Delta Smelt habitat salinity requirements with gate actions. As of 9/25 64 TAF have been used. The gate actions will likely reach the 100 TAF by mid-October. An update on the smelt cage study is underway. After four weeks, only 9 mortalities occurred out of 600 fish. Staff is also participating on the planning committee for the Summer-Fall Habitat independent review.

CAMT/CSAMP:

The CAMT discussed the report from the Salmon Technical Working Group and the Reorienting to Recovery (R2R) Workshop. The CAMT members are contemplating whether to combining these salmon efforts into one workgroup. In addition, the PWA group will be provided the monitoring approach report for comment.

ReROC

The cooperating agency draft of the ReROC EIS was provided by Reclamation in mid-September. Staff is coordinating review and comments to provide by October 16th. The current draft contains the alternative descriptions, but does not include all the modeling. The quantitative draft of the Biological Assessment is anticipated in Fall 2023. Staff is also compiling a list of nominations for the National Academies of Science independent review of the Long-term Water Operations of the CVP and SWP. Nominations are due October 6th.

Science Coordination:

As part of our efforts to increase the effectiveness of the Water Authority's Science Program, Authority staff is proposing to establish a Science Coordination Workgroup to assist in the guidance of the Program. Initial selections for the workgroup were provided for each division. A kick-off meeting is scheduled for mid-September.

The objectives of this group will include:

1. Improving coordination and communication with member agencies related to Science Activities,

October 5, 2023

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2. Contributing to the development of an Authority Science Plan to guide science program activities, and
3. Enhancing engagement with the science community.

Additional Coordination Activities

Staff is participating to the Reorienting to Recovery – Salmon Workshops which focus on the identifying key challenges and improving science. In early September, Flowwest provided an overview presentation of the shiny App that is being developed to “Explore how Reorienting to Recovery Performance Metrics & associated values compare across different scenarios.” Staff provided feedback to improve the App and associated metadata.



MEMORANDUM

TO: SLDMWA Board of Directors, Alternates

FROM: Federico Barajas, Executive Director

DATE: October 5, 2023

RE: Adoption of 2023 Strategic Plan

BACKGROUND

In July 2019, the San Luis & Delta-Mendota Water Authority adopted a 2019 Strategic Plan. Since that time, staff has worked to implement the various actions in the Implementation Plan that was designed to meet the Water Authority's mission and the strategic goals and objectives. At least annually, staff reported on progress toward implementation.

The Board-approved Fiscal Year 2024 budget included funds for an update to the 2019 Strategic Plan. Following budget adoption, staff retained Rauch Communications, Inc., and working with Martin Rauch, held a series of Special Board Workshops to discuss updates to the Strategic Plan and to brainstorm, develop, and formulate key goals and objectives. The final workshop was held on August 10, 2023 in Los Banos, California. During this workshop, Board members had the opportunity to provide feedback, ask questions, have open dialogue about each of the goals and objectives, and discuss future direction for the organization. Each of the goals and objectives was fully deliberated and revised to reflect the will of the Board. The proposed 2023 Strategic Plan (attached) was distributed to the Board in September for final review prior to inclusion in the October 2023 Board Meeting packet.

ISSUE FOR DECISION

Whether the Board should adopt the proposed 2023 Strategic Plan for the San Luis & Delta-Mendota Water Authority.

RECOMMENDATION

Staff recommends adoption of the proposed 2023 Strategic Plan.

ANALYSIS

Business planning is necessary for the Water Authority's future direction and success. The proposed 2023 Strategic Plan includes Mission, Vision, and Values statements and five goal areas: 1) Sustainable Water Resources; 2) Financial Management is Planned Over the Longest Reasonable Time Frame; 3) Reliable and Cost-Effective Operations, Maintenance, and Replacement; 4) Effective Communication and Engagement with Members and Key Stakeholders; and 5) A High-Performing Staff and Board.



2023 STRATEGIC PLAN

SAN LUIS & DELTA-MENDOTA WATER AUTHORITY
Prepared by: Rauch Communication Consultants Inc.

Officers¹

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William Bourdeau, Vice Chair
Ray Tarka, Treasurer
Federico Barajas, Secretary

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James Thoming, Alternate, Banta-Carbona ID
Bobby Pierce, Director, West Stanislaus ID
Vince Lucchesi, Alternate, Patterson ID
Anthea Hansen, Director, Del Puerto WD
Kyle Perez, Alternate, Del Puerto WD
Ed Pattison, Director, Byron Bethany ID/CVPSA
Lea Emmons, Alternate, City of Tracy

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Justin Diener, Alternate, Westlands WD
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Ellen Wehr, Alternate, Grassland WD

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Aaron Baker, Alternate, Valley Water
Richard Santos, Director, Valley Water
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Water Authority Management Staff

Federico Barajas, Executive Director
Pablo Arroyave, Chief Operating Officer
Rebecca Akroyd, General Counsel
Laures Stiles, Director of HR & Administration
Ray Tarka, Director of Finance
J. Scott Petersen, Director of Water Policy
Bob Martin, Director of O&M Facilities
Jaime McNeil, Engineering Manager
Chauncey Lee, Operations & Maintenance Manager

Consultant

Martin Rauch, Managing Consultant

¹Roster is current as of OCTOBER 5, 2023

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Introduction

Planning is strategic when it helps move an organization forward from its current situation to its desired future.

Purpose of the Plan

This five-year Strategic Plan is the San Luis & Delta-Mendota Water Authority's (Water Authority) highest-level planning document and represents the Board of Directors' direction for the future. The Strategic Plan identifies the Water Authority's mission, vision, and core values while providing a set of goals and objectives that serve as a framework for decision-making.

The Strategic Plan is also a practical working tool that provides clear direction to the staff regarding the Board's goals and objectives. It includes a staff work plan to meet those goals and objectives, along with a monitoring and oversight plan. The Board and staff will regularly refer to it as a guide to the Water Authority's actions during the period covered.

Plan Development

Background Research. The consultants began by holding discussions with the Executive Director and reviewing the existing plan, information, and reports provided by staff.

Confidential Interviews. This was followed by a series of confidential interviews by the consultant. The goal was for the interviewees to candidly express their perspectives on the Water Authority and its priorities. The interviewees and workshop participants included the Board of Directors, some General Managers, member agency staff, and the Water Authority management team.

First Strategic Planning Workshop. At the workshop, the group reviewed the results of the interviews, undertook several exercises to examine the current state of the Water Authority, identified issues and opportunities expected to confront the Water Authority in the future, and discussed priorities.

Second Strategic Planning Workshop. Detailed notes and open questions from the first workshop were distributed. At the second workshop, the group discussed a number of substantive questions from the first workshop, and the Executive Director provided information about other topics raised in the first workshop, responded to questions, and obtained input from the group.

Staff Work. Drawing from the interviews, workshops, and other information, the consultant, Executive Director, and management team developed a draft strategic plan.

Third Strategic Planning Workshop. At the third workshop, the group reviewed the draft strategic plan, which was distributed in advance. The participants provided detailed comments, questions, and input that were incorporated into the final draft.

Staff Work Plan. The management team and consultant developed a staff work plan designed to meet the mission of the Water Authority and strategic goals and objectives.

Final Draft Strategic Plan Approved. The Board of Directors received the final draft plan, which was reviewed and approved at a Board meeting.

Water Authority Overview

Background and History

The San Luis & Delta-Mendota Water Authority was established in January of 1992 and consists of 27 member agencies providing water service to over one million acres of irrigated agriculture, over two million people, and 130,000 acres of managed wetlands and associated habitat within the western San Joaquin Valley and San Benito and Santa Clara counties.

One of the primary purposes of establishing the Water Authority was to assume the operation and maintenance (O&M) responsibilities of specific Central Valley Project (CVP) facilities (Project Works) at an optimum level and with greater control over project timing and anticipated lower cost than if the United States Bureau of Reclamation (Reclamation) were to perform the work. The Project Works include C.W. "Bill" Jones Pumping Plant, Delta-Mendota Canal (DMC), Delta-Mendota Canal – California Aqueduct Intertie Pumping Plant, O'Neill Pumping-Generating Plant, Mendota Pool, San Luis Drain, and as requested by Reclamation on a more project-by-project basis, the Delta Cross Channel and the Tracy Fish Collection Facility.

In addition, the Water Authority provides unified representation on common interests of Authority members.

The governing body of the Water Authority consists of a 19-member Board of Directors classified into five divisions, with directors selected from within each division. Each Director, and respective Alternate Director, is a member of the governing body or an appointed staff member or other representative of a member agency.

The Delta-Mendota Canal is designed to deliver up to 3,000,000 acre-feet of water within the Water Authority service area per year. Of this amount, up to 2,500,000 acre-feet are delivered to highly productive agricultural lands, up to 150,000 to 200,000 acre-feet are delivered for municipal and industrial uses, and up to 250,000 to 300,000 acre-feet are delivered to wildlife refuges for habitat enhancement and restoration.

Over the last decade, as a result of regulatory, physical, and hydrological constraints, the reliability of the surface water supplies conveyed by the DMC has been dramatically reduced. For example, during the period from 2014-2023, the federal allocation to south-of-Delta agricultural water service and repayment contractors averaged 35 percent and the federal allocation to south-of-Delta municipal and industrial users was 65 percent.

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Strategic Framework

The Water Authority built the Strategic Plan from a series of logical and integrated components, described below.

Elements of the Strategic Plan

Mission. The mission statement explains why the organization exists. It articulates the organization's essential work in a brief sentence or two.

Vision. The vision articulates what the organization will become at a given time in the future. It is the strategic target that, when achieved, fulfills the organization's mission. As such, it is at the heart of the strategic planning process.

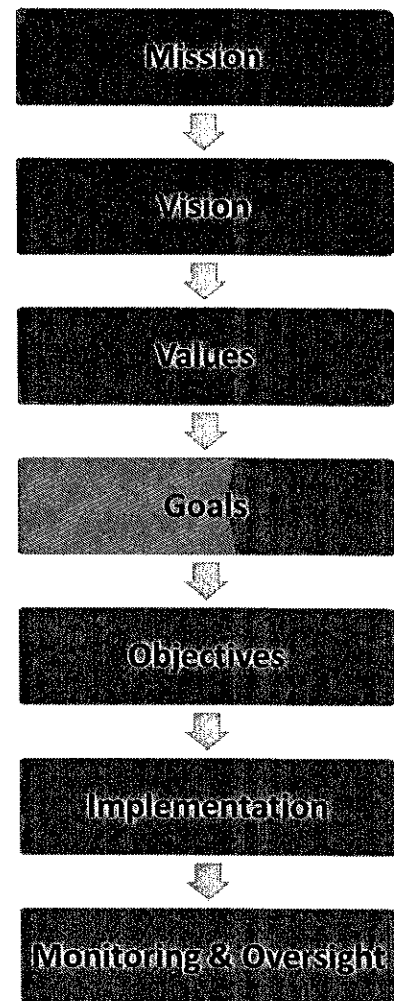
Values. Values provide guidance when an organization is faced with challenging decisions that require trade-offs, help govern attitudes and behaviors, and generally remain constant over time. The Board sets values.

Goals. Goals describe broad, primary management, operational, and planning areas that must be addressed to accomplish the mission. Goals are not connected to timelines.

Objectives. Objectives are specific directions established by the Board, which expand upon and refine the goals. There may be multiple objectives for each goal. Objectives are related to goals but more specific, measurable, attainable, and have a time frame.

Implementation Plan. The Implementation Plan contains actions required to accomplish the mission, goals, and objectives. The actions in the plan are assigned to management team members and have timelines. There may be multiple tasks for each objective.

Monitoring/Oversight. Actions developed that will be taken by the Board, management team, and staff to ensure that the plan is implemented and updated appropriately over time.



Mission, Vision, and Values

Mission

The mission of the San Luis & Delta-Mendota Water Authority is to:

operate and maintain the Delta-Mendota Canal and related facilities reliably and cost-effectively, and to support member agencies in restoring and protecting adequate, affordable water supplies to benefit people, wildlife, and the economy.

Vision

Over the next five years, the San Luis & Delta-Mendota Water Authority will continue to pursue its vision of:

- Providing assured, adequate, reliable, and affordable water supplies for the agricultural, environmental, municipal, and industrial communities served by member agencies within San Joaquin, San Benito, and Santa Clara Valleys.
- Providing cost-effective and reliable delivery of water to member agencies and other Central Valley Project water users we serve.
- Effectively engaging in regulatory, judicial, legislative, and environmental forums, as well as projects and programs that support the policies and strategies of the Water Authority.
- Being a respected leader and valued partner in the California water community, helping to achieve the shared goals of our member agencies and the common good.
- Being a respected leader in the California water community and valued partner to the environmental community, helping to achieve the shared goals of our member agencies, improving the environment, and promoting the common good.

Core Values

The San Luis & Delta-Mendota Water Authority Board and staff are committed to and guided by the following core values in everything we do:

People First – We acknowledge that our employees are our most valued resource and are recognized for their character, commitment, competence, and loyalty. We provide opportunities for personal and professional growth and celebrate individual and team accomplishments.

Honesty and Integrity – We demonstrate honesty and integrity every day by practicing the highest ethical standards and ensuring that our actions follow our words.

Accountability – We acknowledge that both the Board and staff of the Water Authority are accountable to the member agencies and water users that we serve, as well as to each other.

Courage – We are committed to facing tough issues and doing what it takes to get the job done.

Transparency – We listen to our member agencies and communicate openly about our policies, processes, and plans for the future.

Teamwork – We work together by sharing information and resources to achieve common goals.

Respect – We ensure that every voice of the Water Authority is treated with dignity and civility, differences are valued, and individual abilities and contributions are recognized.

Collaboration – We find ways to meld the sometimes-varying interests of our members in order to collaborate because working together and with others makes us stronger and more effective.

Big Picture View of the Water Authority's Strategic Direction

The Water Authority's strategy, highest priority, and new direction are summarized below.

Our Strategy

The Water Authority will continue enhancing its ability to support and coordinate with its members to maximize water supplies.

Our highest priority is to maximize south-of-Delta water supply reliability by:

1. Advancing extraordinary operation, maintenance, and replacement (EO&M) and routine operation, maintenance, and replacement (RO&M) projects and activities so that the facilities deliver the designated quantities of water cost-effectively. This includes: completing planning and design, pre-construction and construction activities, having a trained and experienced team to manage the work, and developing a long-term plan to pay that is extended as far as possible to improve predictability and control over finances, as well as maximizing grants and non-reimbursable funding.
2. Continuing to enhance the Water Authority's ability to act in concert with its members on regulatory, legislative, legal, administrative, and water supply issues.

What's New

1. **We will focus staff and financial resources on the priorities identified in this plan by:**

Evaluating and adjusting the Water Authority's legal, regulatory, legislative, and administrative strategies as appropriate.

Evaluating the Water Authority's role with Activity Agreements and considering ending participation or transitioning the Water Authority's role to other organizations.

2. **Increased focus on building stronger understanding and support for the Water Authority and exercising more influence on water issues across the region and statewide. To do this, additional emphasis will be placed on:**

Targeted communication with a broad group of stakeholders.

Supporting collaborative programs that educate the broad general public on issues of interest to the Water Authority.

Updating the communication plan, logo, and branding.

3. **Continued emphasis on supporting Board and staff performance through:**

Nurturing staff culture and focusing on having the staff required to meet needs, succession planning, and knowledge retention for key positions.

Supporting the continued strengthening of Board culture and Board/management team roles and relationships.

Optimizing office spaces and locations for long-term cost-effectiveness.

Introduction to the Goals and Objectives

Immediately below are introductory notes to the strategic goals and objectives, which are on the following pages.

Key Areas of Change. This Strategic Plan focuses only on critical areas where there is a change or a desire for additional clarity of direction. Numerous existing and ongoing initiatives, programs, and actions are not incorporated into this Plan.

Priorities. The notation “(High)” after an action indicates a high-priority action. A high priority is defined as a “must do.” Some actions are urgent in terms of timing but are not necessarily a high priority.

Timing. Goals and objectives marked “annually” or “ongoing” will be reported on at least once yearly. This will allow the Executive Director to use the feedback received from the Board when preparing the new fiscal year budget.

Implementation. Staff will develop the implementation plan following Board review and approval of the goals and objectives.

Goal 1: Sustainable Water Resources.

Strategic Challenge. The Water Authority is currently engaged in a wide variety of actions to optimize water supply, including regulatory, legislative, legal, and administrative activities, and activities related to the development of new sources of water and water storage, such as expanding San Luis Reservoir and Los Vaqueros Reservoir. A significant additional effort is the Delta-Mendota Canal Subsidence Correction Project, which will help counteract the effects of land subsidence. These efforts and others must continue. Looking forward, however, the challenges of providing affordable, reliable water supplies are increasing. The challenges include growing variability in the hydrologic cycle and the increasing extremes of flood and drought years, competition for limited water supplies statewide, increasing temperatures, an overall decrease in south-of-Delta water reliability, and rising costs.

Strategic Response. There is general agreement that the Water Authority members are stronger and more effective when working together. The Water Authority will continue to seek to expand its ability to act in concert on critical regulatory, legislative, legal, administrative, and water supply issues.

The objectives and work plan projects below must be consistently carried out to achieve the goal above.

OBJECTIVE 1.1: South-of-Delta water supply reliability is maximized.

OBJECTIVE 1.2: Pursue water infrastructure projects that benefit south-of-Delta water supplies.

OBJECTIVE 1.3: The Water Authority engages in regulatory, legislative, legal, and administrative venues to optimize water supply.

OBJECTIVE 1.4: The Water Authority's scientific studies and communication are considered credible in relevant legislative, scientific, regulatory, and public arenas.

OBJECTIVE 1.5: The Water Authority is engaged in collaborative efforts to assist disadvantaged communities within its service area to have adequate and safe drinking water.

OBJECTIVE 1.6: The effectiveness and value of the Water Authority's regulatory, legislative, legal, and administrative activities and strategies are periodically evaluated, and appropriate changes are made.

OBJECTIVE 1.7: Activity Agreements are periodically revisited, and the Water Authority's role relative to specific Activity Agreements is modified or ended as appropriate.

Goal 2: Financial Management is Planned Over the Longest Reasonable Time Frame.

Strategic Challenge. A critical challenge is to understand the costs and funding for EO&M projects over the next decade or more so that they can be explained and the membership can be sufficiently prepared to pay for them.

Costs and financial challenges are multiplying as the Water Authority must restore and replace aging infrastructure, counter cybersecurity challenges, and manage the costs caused by general inflation, water shortages, and regulatory hurdles.

During the recent extended drought, some public water agencies reported that some growers were beginning to exit farming or to fail financially. Had the drought continued for another year or more, these financial challenges may have cascaded and eventually put some public water agencies in financial jeopardy, as the lack of water available to support the agricultural economy removed the means for agencies and water users to pay for rising costs of water and other needs. These financial stresses are occurring at the same time that the Water Authority is embarking on a billion-plus dollar series of EO&M projects. A long-term challenge remains to affordably finance long-term water supply improvements and other needs when water supplies are unreliable and increasingly expensive.

Strategic Response. A key priority of this plan is to extend the planning horizon as far as reasonably possible to improve predictability and control over finances, especially for the EO&M program. The Water Authority will also seek to obtain the maximum outside funding, focusing on non-reimbursable and grant funds. In addition, Enterprise Resource Planning software will be fully implemented to improve financial planning and reporting.

The objectives and work plan projects below must be consistently carried out to achieve the goal above.

OBJECTIVE 2.1: Long-term financial plans identify all significant long-term costs and funding.

OBJECTIVE 2.2: Water Authority members affirm that financial reporting is clear, adequate, and understandable.

OBJECTIVE 2.3: Grants and other favorable public and private funding help fund water infrastructure projects that benefit south-of-Delta water supplies.

OBJECTIVE 2.4: Audits, accounting true-ups, and related financial reports are completed promptly.

OBJECTIVE 2.5: The cost allocation for the Legislative and CVP Operational Affairs (Leg/Ops) fund has been reevaluated, and changes considered.

Goal 3: Reliable and Cost-Effective Operations, Maintenance, and Replacement.

Strategic Challenge. The Water Authority's core mission is to operate and maintain a number of Central Valley Project facilities (Project Works) that serve over one million acres of irrigated agriculture, over two million people, and over 130,000 acres of wetlands and associated habitat within the Water Authority's service area. These include the Delta-Mendota Canal, C.W. "Bill" Jones Pumping Plant, Delta-Mendota Canal, California Aqueduct Intertie Pumping Plant, O'Neill Pumping-Generating Plant, Mendota Pool, San Luis Drain, and others. Many of these facilities were built over 70 years ago and have exceeded their 50-year design life. Notably, the Delta-Mendota Canal requires about \$1 billion in work to address subsidence-related impacts. In addition, the Water Authority administers and manages a wide range of "Activity Agreements," many of which serve a subset of the membership. While costs for Activity Agreements are tracked and charged to participating members, they take up limited staff time in a way that can distract from core priorities.

Strategic Response. A key priority of this Plan is to ensure that EO&M projects are cost-effectively staffed and managed (see goal 5), and at the same time, RO&M projects are conducted on schedule and as needed. The Water Authority will also consider transitioning away from selected Activity Agreements with the goal of freeing staff to focus on more critical activities and lower overall costs.

The objectives and work plan projects below must be consistently carried out to achieve the goal above.

OBJECTIVE 3.1: EO&M and RO&M activities are planned and proactively implemented on schedule for the lowest cost and with the least disruption to regular operations.

OBJECTIVE 3.2: Preventive maintenance is undertaken with the longest reasonable planning horizon for long-term cost-effectiveness and reliability.

OBJECTIVE 3.3: The Water Authority is prepared to mitigate and recover from unplanned events and maintain cybersecurity.

OBJECTIVE 3.4: Technology is used to lower costs and improve the quality of EO&M and RO&M projects and activities.

OBJECTIVE 3.5: Communication with the Board, member agencies, and Reclamation on OM&R issues and activities is timely, complete, and clear.

OBJECTIVE 3.6: The Water Authority's office spaces are optimized for location and long-term cost-effectiveness.

Goal 4: Effective Communication and Engagement with Members and Key Stakeholders.

Strategic Challenge. Any solution to the complex water supply challenges facing the Water Authority, its membership, and the state will require enhanced communication. Given the size of the state and the wide variety of stakeholders and interests, it is a challenge for external stakeholders to understand the Water Authority's role in representing its member agencies.

Strategic Response. The Water Authority is seeking to increase its influence by actively participating in a variety of regional and statewide communication programs of partner agencies such as the California Farm Water Coalition, Water Education Foundation, Association of California Water Agencies (ACWA), National Water Resources Association (NWRA), and the Family Farm Alliance. In addition, the Water Authority will expand its stakeholder communication efforts and update its name and branding recognition by updating its logo, colors, and, perhaps, name.

The objectives and work plan projects below must be consistently carried out to achieve the goal above.

OBJECTIVE 4.1: General public understanding and support for issues the Water Authority supports is increasing.

OBJECTIVE: 4.2: The Water Authority supports collaborative programs to educate the broader public in California about critical issues important to the Water Authority.

OBJECTIVE: 4.3: Understanding and support for the Water Authority and its objectives from key identified stakeholders is increasing.

OBJECTIVE: 4.4: The Authority's logo and branding design is updated.

Goal 5: A High-Performing Staff and Board.

Strategic Challenge. The Board is interested in ensuring the retention of high-performing staff within the Water Authority. One current challenge is that approximately 40% of the staff is eligible to retire within five years – threatening a loss of institutional knowledge and experience. As with many organizations post-COVID, hiring for key critical positions has been difficult. The engineering staff is also stretched to its limit, with engineering staffing roughly flat over the past decade or more, while the cost of projects has grown by about 500%, and the projects will continue to multiply in volume and complexity. In addition, senior control operators with a great deal of institutional knowledge have recently retired. IT/system control staff is also stretched thin. Some express concern that the friendly, supportive culture that characterized the Water Authority is slipping away over time due to the impact of COVID and staff changes.

Strategic Response. The management team will identify key positions and develop succession plans. Also, staffing for control operators, the engineering department, and IT/system control is being evaluated. Finally, ways of enhancing and building on the Water Authority's strong culture will be evaluated.

The objectives and work plan projects below must be consistently carried out to achieve the goal above.

OBJECTIVE 5.1: Key positions are identified, and there is at all times more than one person prepared to carry out each identified key role as an interim successor in a reasonably proficient manner.

OBJECTIVE 5.2: A succession and knowledge retention plan is in place for each key position.

OBJECTIVE 5.3: Trained and experienced staff are in place and have the resources to meet the rapidly growing demands of the EO&M program and other critical functions.

OBJECTIVE 5.4: Staff are motivated, trained, and working together effectively to meet the goals and priorities of the Water Authority.

OBJECTIVE 5.5: Staff culture is being actively developed and nurtured.

OBJECTIVE 5.6: The Board's culture, Board and management team roles and relationships, and sense of being a team are actively being developed and nurtured.

Monitoring and Oversight

Below are the actions that will be taken by the Board, management team, and staff to ensure that the plan is implemented and updated over time.

Communicate and Lead

The Executive Director and management team meet with all employees to review the plan so that everyone understands the overall plan and the portions for which they are responsible.

Report at least annually to the entire staff progress on strategic goals and objectives.

Publish the mission, vision, values, goals, and objectives on posters, and handouts and display them where visible.

Incorporate the mission, vision, values, goals, and objectives into the Employee Handbook and orientation and training materials for new employees and Board and Committee members.

Clarify Roles and Expectations

The management and supervisory team will actively implement the Implementation Plan.

Identify the roles and expectations of each management team member so they know what initiatives and objectives they are responsible for driving forward or contributing to (beginning with the management team).

The Board and staff will build the accomplishment of strategic priorities into the performance review format.

Allocate Resources to Meet Strategic Objectives

- The budget reflects strategic goals and objectives.
- Hiring reflects strategic goals and objectives.

Board Oversight and Monitoring

Staff will reference Strategic Plan items on Board meeting agendas and in packet materials as appropriate.

The Board and committees will consider the Strategic Plan as appropriate when deliberating.

Staff will provide a comprehensive report to the Board on the progress of the Strategic Plan annually.

Update the Plan

The Board, with staff support, will review and update the Strategic Plan every five years or more often as needed and roll the plan forward.

Staff updates the implementation plan as appropriate over time.

Detailed Implementation Plan

A detailed Implementation Plan is being maintained in a separate spreadsheet, enabling monitoring and tracking of Strategic Plan goals and objectives.



BOARD OF DIRECTORS

Cannon Michael, Chair

William Bourdeau, Vice Chair

Ray Tarka, Treasurer

Federico Barajas, Secretary

Prepared by:



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	GOAL AREA/OBJECTIVES/ACTIONS	P	Who	Support	Due	Recurs	Notes / Status	#
1	Goal 1: Sustainable Water Resources							1
1.1	South of Delta water supply reliability is maximized.							2
1.1.1		x						3
1.1.2								4
1.1.3								5
1.1.4								6
1.1.5								7
1.2	Pursue water infrastructure projects that benefit south of Delta water supplies.							8
1.2.1								9
1.2.2								10
1.2.3								11
1.2.4								12
1.2.5								13
1.3	The Water Authority engages in regulatory, legislative, legal, and administrative venues to optimize the water supply.							14
1.3.1								15
1.3.2								16
1.3.3								17
1.3.4								18
1.3.5								19
1.4	The Water Authority's scientific studies and communication are considered credible in relevant legislative.							20
1.4.1								21
1.4.2								22
1.4.3								23
1.4.4								24
1.4.5								25
1.5	The Water Authority is engaged in collaborative efforts to assist disadvantaged communities within its service area to have adequate and safe drinking water.							26
1.5.1								27
1.5.2								28
1.5.3								29
1.5.4								30
1.5.5								31
1.6	The effectiveness and value of the Water Authority's regulatory, legislative, legal, and administrative activities and strategies are periodically evaluated, and appropriate changes are made.							32
1.6.1								33
1.6.2								34
1.6.3								35

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GOAL AREA/OBJECTIVES/ACTIONS	P	Who	Support	Due	Recurs	Notes / Status	#
1.6.4							36
1.6.5							37
1.7							38
1.7.1							39
1.7.2							40
1.7.3							41
1.7.4							42
1.7.5							43
2							44
2.1							45
2.1.1							46
2.1.2							47
2.1.3							48
2.1.4							49
2.1.5							50
2.1.6							51
2.2							52
2.2.1							53
2.2.2							54
2.2.3							55
2.2.4							56
2.2.5							57
2.3							58
2.3.1							59
2.3.2							60
2.3.3							61
2.3.4							62
2.3.5							63
2.4							64
2.4.1							65
2.4.2							66
2.4.3							67
2.4.4							68

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	GOAL AREA/OBJECTIVES/ACTIONS	P	Who	Support	Due	Recurs	Notes / Status	#
2.4.5								69
2.5	The cost allocation for Legislative and CVP Operational Affairs (Leg/Op) has been reevaluated, and changes considered.							70
2.5.1								71
2.5.2								72
2.5.3								73
2.5.4								74
2.5.5								75
2.5.6								76
3	Reliable and Cost-Effective Operations, Maintenance, and Replacement							77
3.1	EO&M and RO&M activities are planned and proactively implemented on schedule for the lowest cost and least disruption.							78
3.1.1								79
3.1.2								80
3.1.3								81
3.1.4								82
3.1.5								83
3.2	Preventive maintenance is undertaken with the longest reasonable planning horizon for long-term cost-effectiveness and reliability.							84
3.2.1								85
3.2.2								86
3.2.3								87
3.2.4								88
3.2.5								89
3.3	The Water Authority is prepared to mitigate and recover from unplanned events and maintain cybersecurity.							90
3.3.1								91
3.3.2								92
3.3.3								93
3.3.4								94
3.3.5								95
3.4	Technology is used to lower costs and improve the quality of EO&M and RO&M projects and activities.							96
3.4.1								97
3.4.2								98
3.4.3								99
3.4.4								100
3.4.5								101
3.5	Communication with member agencies and Reclamation on O&M issues and activities is timely, complete, and clear.							102

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	GOAL AREA/OBJECTIVES/ACTIONS	P	Who	Support	Due	Rekurs	Notes / Status	#
3.5.1								103
3.5.2								104
3.5.3								105
3.5.4								106
3.5.5								107
3.6	The Water Authority's office spaces are optimized for location and long-term cost-effectiveness.							108
3.6.1								109
3.6.2								110
3.6.3								111
3.6.4								112
3.6.5								113
4	Effective Communication and Engagement with Members and Key Stakeholders.							114
4.1	General public understanding and support for issues the Water Authority supports is increasing.							115
4.1.1								116
4.1.2								117
4.1.3								118
4.1.4								119
4.1.5								120
4.2	The Water Authority supports collaborative programs to educate the broader public in California about critical issues important to the Water Authority.							121
4.2.1								122
4.2.2								123
4.2.3								124
4.2.4								125
4.2.5								126
4.3	Understanding and support for the Water Authority and its objectives from key identified stakeholders is increasing.							127
4.3.1								128
4.3.2								129
4.3.3								130
4.3.4								131
4.3.5								132
4.4	The Authority's logo and branding design is updated.							133
4.4.1								134
4.4.2								135
4.4.3								136
4.4.4								137

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	GOAL AREA/OBJECTIVES/ACTIONS	P	Who	Support	Due	Rekurs	Notes / Status	#
4.4.5								138
5	A High-Performing Staff and Board.							139
5.1	Key positions are identified, and there is at all times more than one person prepared to carry out each identified key role as an interim successor in a reasonably proficient manner.							140
5.1.1								141
5.1.2								142
5.1.3								143
5.1.4								144
5.1.5								145
5.2	A succession and knowledge retention plan is in place for each key position.							146
5.2.1								147
5.2.2								148
5.2.3								149
5.2.4								150
5.2.5								151
5.3	Trained and experienced staff are in place and have the resources to meet the rapidly growing demands of the EO&M program and other critical functions.							152
5.3.1								153
5.3.2								154
5.3.3								155
5.3.4								156
5.3.5								157
5.4	Staff are motivated, trained, and working together effectively to meet the goals and priorities of the Water Authority.							158
5.4.1								159
5.4.2								160
5.4.3								161
5.4.4								162
5.4.5								163
5.5	Staff culture is being actively developed and nurtured over time.							164
5.5.1								165
5.5.2								166
5.5.3								167
5.5.4								168
5.5.5								169
5.6	The Board's culture, along with Board and management team roles and relationships, and sense of being a team is actively being developed and nurtured.							170
5.6.1								171
5.6.2								172
5.6.3								173

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	GOAL AREA/OBJECTIVES/ACTIONS	P	Who	Support	Due	Rekurs	Notes / Status	#
5.6.4								174
5.6.5								175
5.6.6								176

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