

III. PLANNING PROCESS

Stakeholder Group

At the recommendation of the Advisory Commission (Appendix A), the SCWA Board established a Strategic Planning Stakeholder Group (SPSG) on March 12, 2015 (Appendix B). The SPSG was directed by the Board to proceed with issuing a Request for Qualifications (RFQ) and soliciting proposals from consulting firms to assist the SPSG with completing a new Strategic Plan.

The purpose of the SPSG was to develop a Strategic Plan for SCWA.

The goals of the SPSG were to:

- Work collaboratively with other SPSG members who represent SCWA member agencies and other water users and interests throughout the entire Solano County.
- Develop a common understanding of current and future water needs and resources in Solano County.
- Support development of integrated water resource management objectives that protect resources in a sustainable manner, ensure local control, address current and future local water needs, and support the economy and the environment.
- Negotiate in good faith to achieve consensus on the development of a Strategic Plan that will guide the management of surface and groundwater into the future.



Salmon spawning in Putah Creek *Photo credit: R. Marovich*

The membership of the SPSG was originally designed as:

- Up to five SCWA Board members with one of the Board members appointed as Chair;
- Five Advisory Commission members selected by the Commission;
- The Chair of the Agency's Flood Control Advisory Committee; and
- A staff representative from the Fairfield Suisun Sewer District and the Vallejo Sanitation and Flood Control District.

John Kluge, Director, Solano Irrigation District, was appointed by the Board as Chair of the SPSG.

The Board later amended participation in the SPSG to include representatives from any of the Participating Agencies and SCWA staff.

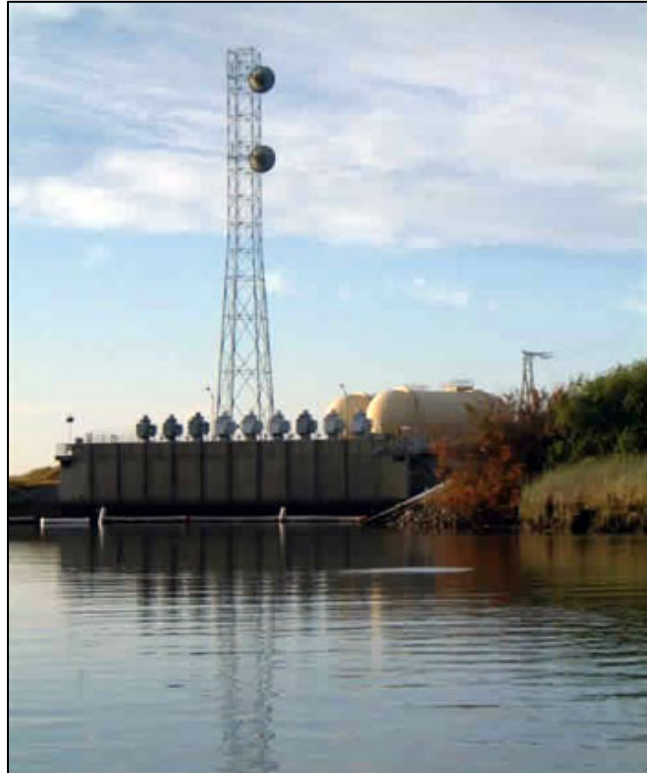
Consultants

SCWA contracted with Kennedy/Jenks Consultants to prepare the 2016 Strategic Plan. The consultant team includes Sachi Itagaki, Kennedy/Jenks and Jodie Monaghan, JM Consultants.

Stakeholder Assessment

Prior to convening the SPSG, a stakeholder assessment was conducted. The purpose of the assessment was to:

- Review the efficacy and outcomes of the 2005 Strategic Plan,
- Understand stakeholder expectations of the 2016 Strategic Plan, and
- Assess the challenges currently facing SCWA.



North Bay Aqueduct Intake, Barker Slough Pumping Plant
Photo credit: SCWA

Twenty-six (26) confidential interviews were conducted in September and October 2015 with key stakeholders representing:

- Solano County
- 7 cities in Solano County
- Solano Irrigation District
- RD2068
- Maine-Prairie Water District
- Solano Resource Conservation District (RCD)
- Suisun RCD
- SCWA Flood Control Advisory Committee
- SCWA Water Advisory Commission
- SCWA Staff

Questionnaires (Appendix C) were provided in advance to the 26 interviewees (appendix D). A summary of key assessment findings can be found in Appendix E.

Stakeholder Process

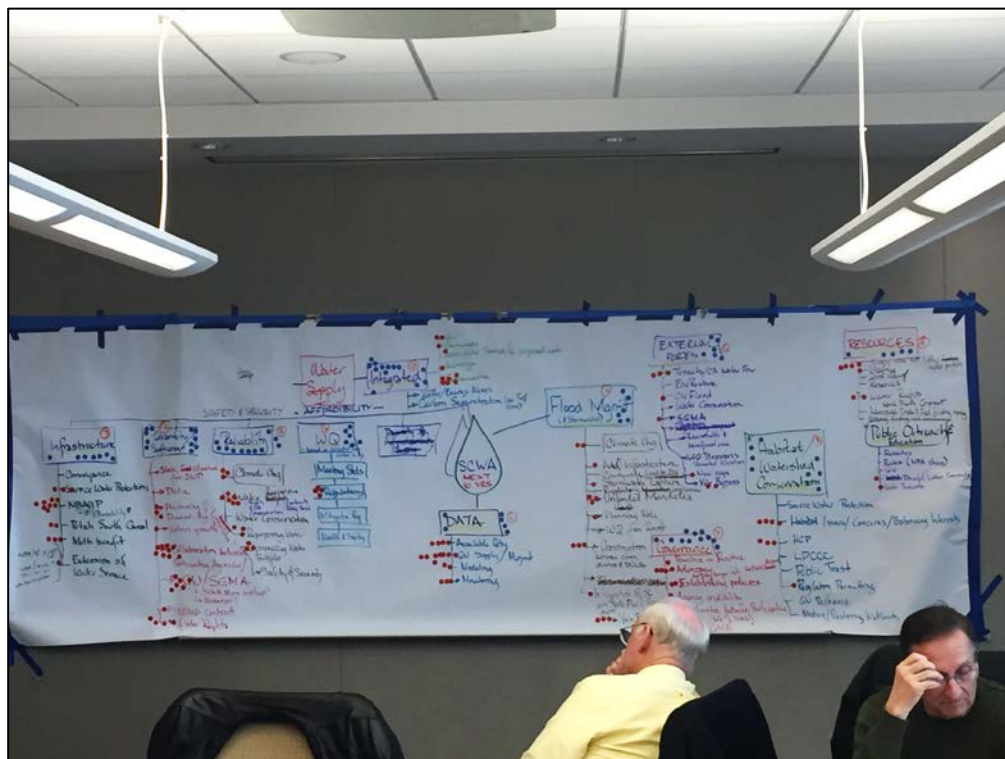
Twenty-one (21) individuals participated in the development of the Strategic Plan. A list of participants can be found in Appendix F. Ten meetings were held monthly from September 2015 through May 2016. A workbook was used to guide the group through the process. The group thoughtfully and diligently developed the goals and objectives of this Plan. A final meeting to approve the draft and recommend Board acceptance was held on August 1, 2016.

Charter

A Charter (Appendix G) was developed and approved by the SPSG. The purpose of the Charter was to delineate the purpose and goals of the group, membership, ground rules, decision-making protocols, media conventions and public engagement procedures.

Mind Map

The SPSG participated in a brainstorming exercise to identify issues, challenges, trends and opportunities that could positively or negatively affect SCWA. The information was graphically recorded on a Mind Map. The purpose of the Mind Map (Figure 2) is to identify all factors that influence SCWA, then have the participants “vote” to further identify topics of highest priority. The results were used as a basis for developing the goals, objectives and implementing strategies.



SPSG Members studying completed Mind Map

Photo credit: John Vasquez

Mind Map created by SCWA Strategic Planning Stakeholder Group (12-21-15)

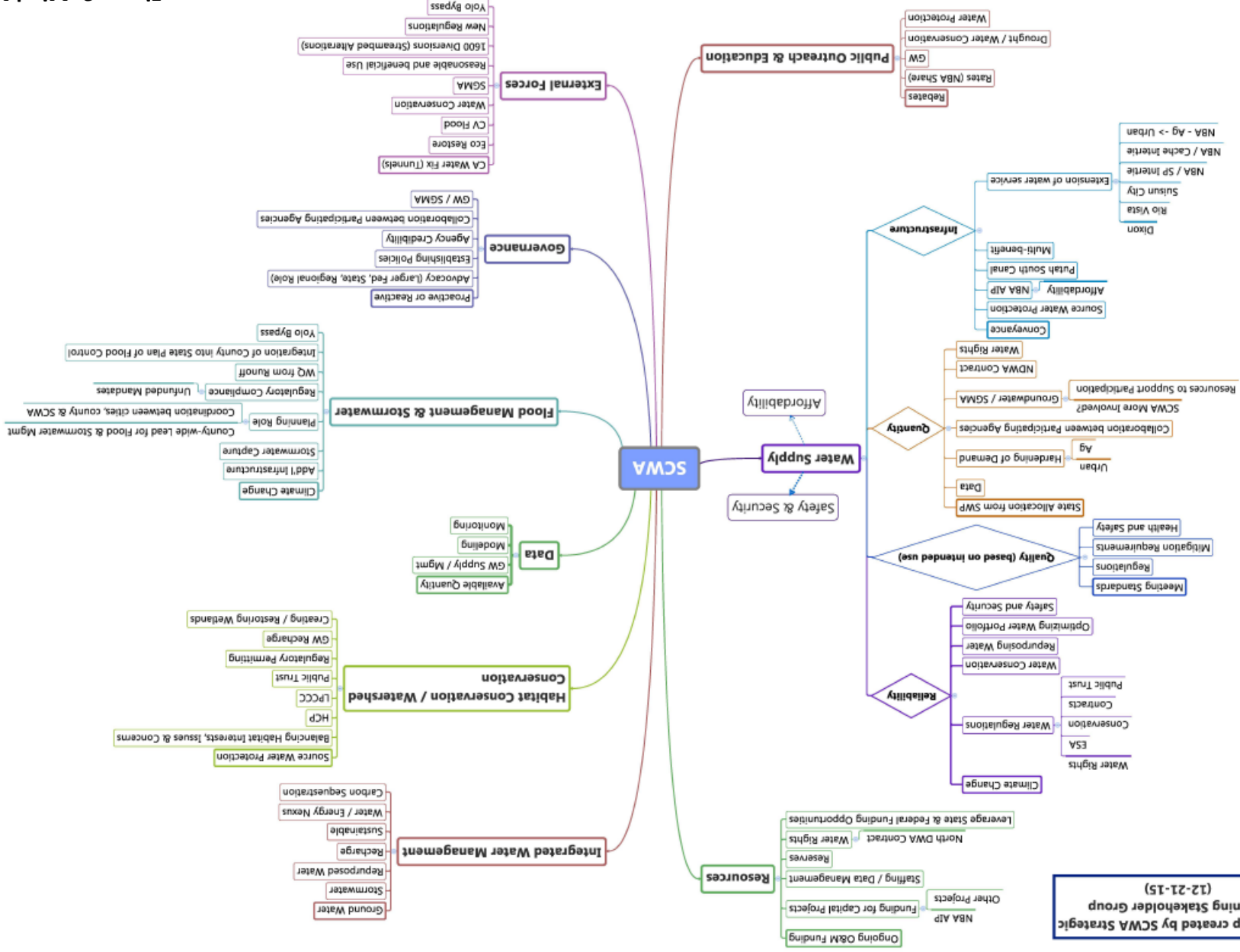


Figure 2: Mind Map

Planning Horizon

The Board directed this to be a 10-year Strategic Plan.

Adaptive Management: Monitor, Review and Update

An important element of the Strategic Plan is the recognition that conditions change over a 10-year period. Wet or dry years affect water supply, state regulations can affect water deliveries, and funding drives SCWA's ability to achieve the objectives in this Plan. These are just a few of the conditions that, if changed, could significantly impact both the goals and the priorities.

If conditions change, it is suggested that SCWA management, in concert with the Advisory Commission, review the results of the review and make recommendations to the Board to update the Strategic Plan. The SPSG included several review points to ensure the Strategic Plan is appropriately guiding the Board:

- Objective 1.C recommends the development of a Water Management Plan to ensure a sustainable water supply and mandates the plan be updated every 5 years.
- Objective 3.C calls for monitoring emerging challenges to SCWA's water supply reliability.
- Objective 6.C involves monitoring and assessing outside planning efforts to protect SCWA's water supply sources.
- Strategy 9.A.3 recommends monitoring current legislative activities and recommending modifications to the Legislative Platform as appropriate.



Lake Berryessa

Photo credit: Ken Davis