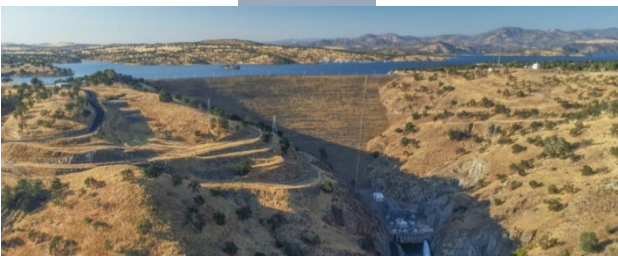




SAN JOAQUIN TRIBUTARIES AUTHORITY



5-YEAR  
**Strategic  
Visioning  
Plan**

August 2022

## **The San Joaquin Tributaries Authority's 5-Year Strategic Visioning Plan**

The San Joaquin Tributaries Authority (SJTA) is a Joint Powers Authority formed in 2012 around a common purpose to ensure long-term water supply reliability to its customers and community, to collaborate on scientific research to maintain the health of the ecosystems on the tributaries, to operate its systems efficiently and cost-effectively and to promote protection of its members historic water rights.

For decades, the communities in Alameda, Merced, San Francisco, San Joaquin, San Mateo, Santa Clara, Stanislaus, and Tuolumne Counties, which comprise a significant portion of Northern California, have benefitted from the stability, resilience, and quality of the resources managed by SJTA members.

The member agencies of the San Joaquin Tributaries Authority have more than 100 years of water operations and watershed management experience on the tributaries of the San Joaquin River (Tuolumne and Stanislaus Rivers).

In 2021, these agencies collectively embarked on a thoughtful strategic journey – both reflective and forward-looking – to develop a fresh vision for the future. That effort has culminated in this 2022 Strategic Visioning Plan for the San Joaquin Tributaries Authority

The SJTA Commissioners approved the Five-Year Strategic Visioning Plan on Aug. 8, 2022.

### **Current members of the SJTA include:**

Modesto Irrigation District

Turlock Irrigation District

South San Joaquin Irrigation District

Hetch Hetchy Regional Water System (Operated by the San Francisco Public Utilities Commission)

Please visit this link for more information on the San Joaquin Tributaries Authority:

<https://sanjoaquintributariesauthority.org>

# Final

## Strategic Visioning Plan

*(Approved August 8, 2022)*

### INTRODUCTION

For more than a quarter century, water suppliers within the San Joaquin River watershed have recognized the importance of working together to protect resources, collaborate on water solutions, and ensure that the farms, industries, businesses, institutions, and communities they serve have adequate, reliable water supplies.

In recent years, this collaborative work has been advanced by the San Joaquin Tributaries Authority (SJTA).<sup>1</sup> The SJTA's coalition of water agencies includes Modesto Irrigation District, Turlock Irrigation District, South San Joaquin Irrigation District, and the City and County of San Francisco.

In 2021, these agencies collectively embarked on a thoughtful strategic journey – both reflective and forward-looking – to develop a fresh vision for the future. That effort has culminated in this 2022 Strategic Visioning Plan for the San Joaquin Tributaries Authority. The visioning plan is a carefully constructed, actionable, multi-year roadmap designed to guide the SJTA in continuing to advocate for the effective development, management, and delivery of water and power supplies to member agency customers while also serving as a voice for wise statewide water resources investments and management.

The San Joaquin River is a unique and life-sustaining river system in California. Along with the Sacramento River, the San Joaquin River converges within the Sacramento-San Joaquin Delta, which serves as a major water supply hub for the entire state. This Strategic Plan recognizes the vital water and natural resources that flow from the San Joaquin River and its tributaries, including the Tuolumne and Stanislaus Rivers, which are a source of water for hundreds of thousands of acres of farmland and several million people in both rural and urban communities.

The Vision, Mission, Values, Goals, and Strategies set out in the first section of this Strategic Plan reflect the collective vision and organizational priorities of the member agencies of the SJTA, who intend to incorporate these guiding elements into the decision-making and day-to-day work and activities of the SJTA for the next five years.

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<sup>1</sup> The group's original name when formed in 1996 was the San Joaquin River Group Authority. Membership has changed over the years.

## OUR VISION

Strengthening the resilience and reliability of the San Joaquin River and its tributaries.

## OUR MISSION

The San Joaquin Tributaries Authority advances collaborative, sustainable water management to achieve reliable and cost-effective water supplies for agriculture, the environment, and communities.

## OUR VALUES

The San Joaquin Tributaries Authority, in fulfilling its mission, is committed to these values:

- Engage in partnerships and collaborate to advance the SJTA vision and mission.
- Serve as a regional leader and steward of our communities, the environment, and economic vitality.
- Protect natural resources, water rights, and local discretion.
- Ensure solid science supports all decisions and activities for effective water management.
- Promote a long-term approach to water management decisions and solutions.

## OUR GOALS

The San Joaquin Tributaries Authority has established the following overarching goals:

Goals Internal to SJTA	Goals External to SJTA
<ul style="list-style-type: none"><li>• <b><u>Optimize Assets</u></b> Identify, elevate and maximize SJTA’s collective resources, scientific expertise, and proven track record of effective water and energy management.</li><li>• <b><u>Local Discretion</u></b> Protect regional water system investments through local control.</li><li>• <b><u>One Voice</u></b> Elevate the identity and effectiveness of SJTA by developing a unified voice.</li></ul>	<ul style="list-style-type: none"><li>• <b><u>Cultivate Relationships</u></b> Cultivate and broaden relationships with policy leaders, elected officials, and government staff at all levels to strengthen trust and achieve the mission of SJTA.</li><li>• <b><u>Collaborate</u></b> Build collaborative partnerships and projects for multiple benefits.</li><li>• <b><u>Tell the Story</u></b> Increase awareness and understanding of the widespread benefits from the water systems and resources managed by SJTA members.</li></ul>

## INDICATORS OF SUCCESS AND STRATEGIES

The Strategic Visioning Plan identifies the following milestones and indicators that will signal successful achievement of each goal:

GOALS – INTERNAL	INDICATORS OF SUCCESS AND STRATEGIES
<p><b><u>Optimize Assets</u></b></p> <p>Identify, elevate, and maximize SJTA’s collective resources, scientific expertise, and proven track record of effective water and energy management.</p>	<p><i>The SJTA will elevate its longstanding experience and management accomplishments.</i></p> <p><b>Strategies:</b></p> <ul style="list-style-type: none"> <li>• Develop an asset inventory.</li> <li>• Establish greater understanding of the San Joaquin River system’s interconnectivity, as well as its unique parts.</li> <li>• Identify a list of joint, multi-benefit projects to present to the Commission in 2022.</li> <li>• Develop and implement joint projects to further SJTA Mission.</li> <li>• Create a mechanism for scientific collaboration to further support the interest of agriculture, the environment and our communities.</li> <li>• Expand membership.</li> </ul>
<p><b><u>Local Discretion</u></b></p> <p>Protect regional water system investments through local control.</p>	<p><i>Member agencies will maintain local control in management and operational decision-making and in forging solutions involving the regulatory community.</i></p> <p><b>Strategies:</b></p> <ul style="list-style-type: none"> <li>• Identify risk factors for maintaining local control.</li> <li>• Develop effective responses to threats to local control.</li> <li>• Conduct public outreach to generate support for local control.</li> <li>• Demonstrate and spotlight management successes and competencies resulting in multiple benefits consistent with the SJTA Mission.</li> </ul>
<p><b><u>One Voice</u></b></p> <p>Elevate the identity and effectiveness of SJTA by developing a unified voice.</p>	<p><i>SJTA will be equipped with the necessary organizational resources to effectively communicate in a unified manner.</i></p> <p><b>Strategies:</b></p> <ul style="list-style-type: none"> <li>• Develop a plan to create an administrative structure within SJTA, including program management, support committees, budgeting and contracting capacities.</li> </ul>

GOALS – INTERNAL	INDICATORS OF SUCCESS AND STRATEGIES
	<ul style="list-style-type: none"> <li>• Develop committees and subcommittees with topic area focus.</li> <li>• Develop mechanism for a policy platform, to be updated and used proactively.</li> <li>• Develop a communications plan that includes branding and media strategies.</li> </ul>

GOALS – EXTERNAL	INDICATORS OF SUCCESS AND STRATEGIES
<p><b><u>Cultivate Relationships</u></b></p> <p>Cultivate and broaden relationships with policy leaders, elected officials, and government staff at all levels to strengthen trust and achieve the mission of SJTA.</p>	<p><i>Relationship-building will result in improved regulatory outcomes and new partners and supporters.</i></p> <p><b>Strategies:</b></p> <ul style="list-style-type: none"> <li>• Inventory existing relationships.</li> <li>• Strengthen state and federal relationships.</li> <li>• Establish a government relations committee.</li> </ul>
<p><b><u>Collaborate</u></b></p> <p>Build collaborative partnerships and projects for multiple benefits.</p>	<p><i>Collaborative partnerships will result in signed agreements, projects implemented, and broadly supported successful initiatives to further support the interest of agriculture, the environment and our communities.</i></p> <p><b>Strategies:</b></p> <ul style="list-style-type: none"> <li>• Identify key existing and potential partnerships.</li> <li>• Facilitate discussions with existing and potential partners, including water agencies and NGOs, around shared initiatives.</li> <li>• Seek collaborative opportunities around science initiatives.</li> </ul>
<p><b><u>Tell the Story</u></b></p> <p>Increase awareness and understanding of the widespread benefits from the water systems and resources managed by SJTA members.</p>	<p><i>SJTA will be relied upon as a critical partner and information source around water and power operations and resources management.</i></p> <p><b>Strategies:</b></p> <ul style="list-style-type: none"> <li>• Develop a public outreach plan including a potential speaker’s bureau.</li> <li>• Launch an educational outreach program, potentially including student curriculum, tours, and career pathways.</li> </ul>