

## Sites Project Authority Strategic Plan

The Authority is in the middle of an important transition—from a consortium developing a project proposal for funding to a diverse partnership owning and managing \$3.5 billion of water infrastructure. The Authority's mission, vision, values, goals, and objectives are important guides to ensure this transition is thorough and efficient—the right things, done in the right way. The following is proposed language to guide the organization for the next three to five years. The August 13 workshop is designed to discuss and refine this draft as the core of the Authority's Strategic Plan.

### OUR MISSION

**Current:** *To be a proponent and facilitator to design and potentially acquire, construct, manage, govern, and operate Sites Reservoir and related facilities; to increase and develop water supplies; to improve the operation of the state's water system; and to provide a net improvement in ecosystem and water quality conditions in the Sacramento River system and the Delta.*

**Proposed:** The Sites Project Authority will build and operate a resilient and affordable water storage system to deliver water supply, environmental, flood control, and recreation benefits to its investors while responsibly managing water resources serving all of California.

### OUR VISION

**Current:** *Fulfill state and federal mandates to provide a new supply of safe, reliable, affordable water. Sites Reservoir will augment water delivery reliability to agricultural and urban water users, while adding environmental flows that benefit the Delta and Sacramento Valley watershed ecosystems. Sites will enhance the state water system, providing flexible and resilient storage under future climate change conditions.*

**Proposed:** The Authority is a diverse and enduring statewide partnership of agricultural producers, water managers, land stewards, and government agencies dedicated to advancing sustainable water management benefitting the entire state.

### OUR VALUES

**Current:** *Those involved with all activities of the Authority should:*

- *Transact all business in an open and honest manner, except that communications shall not be disclosed when occurring in closed sessions of the Board of Directors or a committee, or are otherwise privileged and confidential, and certain documents may be exempt from disclosure under the Public Records Act;*
- *Communicate effectively;*
- *Build trust and confidence, both internally and externally to the Authority;*
- *Make decisions that are fiscally prudent;*
- *Utilize best-in-class processes and procedures, particularly in development of project controls for both management of risk and ensuring appropriate levels of quality.*

**Proposed:** To fulfill its mission, the Authority upholds these central values:

- **Safety.** Design, construction, and operation of the reservoir will satisfy all federal, state, and local requirements and exceed standards for public safety and security.
- **Trust and Integrity.** The Authority is committed to operating with integrity, thoughtful information and analysis, and open and transparent communications and decision-making.

- **Respect for Local Communities.** The Authority recognizes the significant contributions of local Sacramento Valley communities and will be a respectful, supportive partner with them over the life of the project.
- **Environmental Stewardship.** The Authority views itself as a partner with the environment with a firm duty to act as a responsible steward of natural resources.
- **Teamwork.** Decisions and actions rely on a collaborative, inclusive approach that honors, balances, and leverages the strengths and contributions of partners and stakeholders.
- **Accountability.** Efficiency, fiscal responsibility, equity, and transparency will guide the decisions, expenditures, communications, and activities of the Authority.
- **Proactive Innovation.** A nimble, responsive culture will be cultivated to provide innovative solutions in delivering the reservoir's multiple benefits over the next century and beyond.
- **Diversity and Inclusivity.** In carrying out its mission, the Authority will foster inclusion, respect, and appreciation for the state's diverse demographics and geographies to create a project serving all of California.

## OUR GOALS & OBJECTIVES

The Authority is committed to achieving these overarching goals in building and operating a 21<sup>st</sup> Century reservoir that will serve water needs throughout the state:

### **Goal 1. Affordable: Secure Commitments for Project Funding**

- Implement interim and final funding agreements with local agency participants for water supply reliability benefits.
- Secure a final funding agreement with the California Water Commission for the remainder of the \$775 million conditionally approved for the project in July 2018.
- Secure federal authorization for WIIN Act funding.

### **Goal 2. Permittable: Secure the Agreements and Permits Necessary to Build and Operate a Multi-Benefit Reservoir**

- Negotiate operations agreements with federal, state, and local partners.
- Complete environmental review and secure permits for construction and operation.
- Develop Tribal, landowner, and local agency agreements.

### **Goal 3. Buildable: Complete Facilities Designs that Efficiently Manage Risks and Achieve Affordability Criteria**

- Complete feasibility level design and provide construction and operations costs certainty.
- Complete appropriate level of design for project delivery method, conduct value engineering, and put construction risk control measures in place for construction.
- Complete construction and operational commissioning.

### **Goal 4. Effective: Strengthen the Organization as Owner of a \$3.5 Billion Project**

- Support a high-functioning governance structure and productive working relationships.
- Ensure an effective organizational culture, shared values, and strong management policies.
- Establish sustainable near-term and long-term staffing and management plans.