



2019 Strategic Plan
May 23, 2019





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BACKGROUND

The San Jacinto River Authority (“SJRA” or “the Authority”) engaged The Azimuth Group, Inc. (“AGI”) to support senior leaders and the Board of Directors in the creation of a comprehensive strategic plan. The planning process resulted in the development and documentation of a strategic framework to guide policymakers, managers, and SJRA staff over the next three to five years.

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The elements of this strategic framework include:

- ★ A statement of the long-term vision for the Authority and its role in the San Jacinto River basin.
- ★ An updated and focused mission statement to guide SJRA operations and service delivery.



- ★ A set of core principles, establishing the ethical structure within which the Authority's business should be conducted.
- ★ Six strategic goals around which key policy decisions can be evaluated and operational activities can be managed.
- ★ Nineteen specific strategic objectives, supported by 60 distinct initiatives to be accomplished by the Authority.
- ★ Assignment of senior management sponsors, accountable management team members, and targeted completion dates for the goals, objectives, and initiatives.

WHY A STRATEGIC PLAN?

The strategic planning process focused primarily on *what* SJRA needs to focus on to achieve its overall vision for the future rather than the day-to-day "*hows*" of Authority operations and service delivery. Good strategic planning addresses the issues that challenge the organization today and, more

importantly, those that will challenge it tomorrow. The planning process was, therefore, an exercise in collective foresight, as both professional staff members and the Board worked together to clarify what future success looks like in light of existing and expected future challenges and the direction set by senior leadership.

THE PLANNING PROCESS

An inclusive and collaborative planning approach was applied in the development of the SJRA Strategic Plan. That process included:

- ★ Initial planning and kickoff meetings with members of the senior management team.



- ★ Engagement with multiple stakeholder groups including representatives of state legislative officials, Groundwater Reduction Plan (GRP) Review Committee members, Woodlands Municipal Utility District board members, large industrial customers, other community interests, and SJRA managers and employees.
- ★ Extensive interviews with internal managers and staff.
- ★ Intensive planning workshops with both senior and mid-level managers and divisional management teams.
- ★ Completion of an environmental scan, SWOT assessment, and a stakeholder analysis.
- ★ Preparation of updated statements of vision, mission, and core principles.
- ★ Identification and prioritization of strategic goals, objectives, initiatives, management accountabilities, and target completion dates.



- ★ Solicitation of interim feedback and guidance from the SJRA Board of Directors' Long Range Planning Committee.
- ★ Presentation of a draft set of strategic goals and objectives to the full Board of Directors for review, validation, and additional guidance.
- ★ Finalization of the strategic plan with the senior management team.
- ★ Board adoption of the SJRA Strategic Plan.



STAKEHOLDER ENGAGEMENT

SJRA leaders recognized that the validity and acceptance of the strategic plan depended on the quality of the involvement, support, and effort of multiple stakeholders in the Authority's

long-term success. Accordingly, the planning process involved an extensive outreach effort to engage directly with a diverse set of stakeholders to establish a foundation for the plan's development.

Focus group sessions were conducted with:

- ★ Staff of the Texas state legislative delegation representing the communities within the San Jacinto River basin.
- ★ GRP Review Committee, representing the customers of the Authority's Groundwater Reduction Program.
- ★ Presidents of various Woodlands Municipal Utility District Boards of Directors and management of the Woodlands Joint Powers Agency.
- ★ Representatives of large industrial customers.
- ★ Representatives of other community interests such as the Chamber of Commerce.
- ★ SJRA managers and staff.

High-level summaries of the input received from each of these stakeholder groups are found on the following page.



Legislative Offices and Community Interests

- The SJRA staff is technically proficient.
- Large scale projects are well managed.
- The various constituent groups served by the SJRA are “fractured.”
- The Board needs to be accessible and accountable for the Authority’s actions.
- SJRA needs to strengthen its relationship with the Legislature.
- Public outreach, communication, and education efforts need significant improvement.
- Aggressively promote the positive, don’t just engage in damage control.

GRP Review Committee

- The GRP staff is responsible, accessible, and “A #1” in quality.
- SJRA is improving in the areas of transparency and openness.
- Clear definition of flood management roles, responsibilities, and funding is needed.
- Lake Conroe should not be lowered – it is not a flood control reservoir.
- Social media misinformation is a real challenge.
- The SJRA is not as nimble and fast as it needs to be in responding to the public.

SJRA Staff

- Customers have high levels of confidence in the SJRA’s ability to deliver service reliably.
- SJRA staff is highly competent and well-led.
- Current uncertainties are a drag on employee morale.
- Lack of succession planning is a risk.
- SJRA needs better senior-level relationships with major partners in the region.
- There is an urgent need to restore the SJRA reputation.

Woodlands MUDs

- The SJRA delivers a reliable supply of water at a reasonable cost.
- Communication to the Woodlands MUDs is good.
- More clarity on the costs of projects included in the budget is needed.
- The SJRA needs a full-time focus on translating technical information into a form understandable by the general public.
- Improve collaboration and partnerships within the region, especially related to flooding.

Large Industrial Customers

- Relationships with the SJRA are excellent – more of a “partner” than a “vendor.”
- The process for the advanced planning for future capital needs can be improved, especially regarding transparency on future water supply availability by customer class.
- More clarity around SJRA’s policy on supply curtailment in the event of drought.



Environmental Scan

Effective strategic planning does not occur in a vacuum. Instead, it relies on a clear understanding of the environment within which the strategy will be carried out. The Authority's management team completed a structured exercise to describe the current conditions and future trends impacting the SJRA's ability to adequately understand, plan, and deliver water, wastewater, and related water resource management

services in the best interest of the region. They explored and discussed:

- ★ Community trends
- ★ Water resource industry trends
- ★ Political factors
- ★ Economic climate
- ★ Customer expectations
- ★ Technology factors

★ Uncertainties

In addition to identifying the factors and trends that might impact the Authority's future – and thus its strategy – planning process participants engaged in a productive dialog about the significance of these trends and factors for the residents and businesses in the San Jacinto River basin and their impact on the Authority's ability to deliver the services that it is trusted to deliver.



Strengths, Weaknesses, Opportunities, and Threats (SWOT) Analysis

After evaluating the attributes of the current and future operational environment, SJRA managers critically and constructively considered the current state of the organization itself.

- ★ **Strengths** are those assets and capabilities presently available within the organization that can be leveraged to achieve desired results.
- ★ Conversely, **Weaknesses** are those current aspects of the organization that stand in the way of strategic success and that must be overcome to achieve optimal results.
- ★ **Opportunities** are in the future and may be either internal or external. These are conditions that can be captured to obtain strategic advantage through capitalizing on strengths, overcoming weaknesses, and mitigating threats.

- ★ **Threats** are future external events that, if unmitigated, have the potential to impair the organization's ability to realize strategic success. These may be political, economic, societal, natural, or man-made in nature.

Results of the SWOT analysis helped the SJRA management team in the identification of important goals, objectives and initiatives, both short- and long-term.



Vision, Mission, and Guiding Principles

Our Vision

An organization's vision describes what the organization wants to be or to achieve. It is aspirational in nature, an idealized description of the desired future state of the Authority. SJRA managers developed a consensus statement of vision which was then reviewed, refined, and accepted by the senior leadership team, as follows.

Our vision is to be a trusted leader in the management of the water resources of the San Jacinto River Basin.

Our Mission

A mission statement describes the organization's purpose. It defines the business of the organization and its relationship to its customers. The senior management team updated its mission statement, partially to reflect the Governor's 2018 post-Harvey directive to provide regional and statewide flood management leadership.

SJRA's mission is to assure long-term water supplies; to provide safe drinking water, raw water, and wastewater treatment services; to protect source water quality; to coordinate regional flood planning; and to inform and engage the public on a wide range of water resources management topics.

Guiding Principles

Principles are the fundamental values that guide how members of the organization conduct themselves in pursuit of the mission and vision of the organization. The following guiding principles provide an ethical framework for decision making and action.

- ★ **Focus on our customers and stakeholders.**
- ★ **Treat each customer, employee, and vendor with dignity and respect.**
- ★ **Value each employee, their work, and their commitment.**
- ★ **Be truthful, trustworthy, and transparent.**
- ★ **Be knowledgeable and diligent in the performance of our duties.**
- ★ **Use financial resources effectively and responsibly.**
- ★ **Be accountable for our performance.**
- ★ **Continuously improve our performance.**
- ★ **Ensure that the systems that provide our services remain viable for future generations.**
- ★ **Be prepared for and respond to emergencies.**
- ★ **Support water conservation and environmental stewardship.**

Strategic Goals and Bold Steps

After systematically scanning the external environment, evaluating the strengths and weaknesses of the organization, identifying opportunities and threats, and confirming SJRA's vision, mission, and guiding principles, the focus of the strategic planning effort turned to the identification of specific strategic goals likely to have the greatest positive impact on the performance of the organization and the results it delivers.

Using a brainstorming technique known as "future pull," SJRA's leaders were challenged to imagine a future filled with great success. They visualized an organization that is advancing steadily towards its vision and accomplishing its mission in accordance with its principles and values. They were then asked to think about this question:

"Looking back from a position of great success, what, specifically, did the San Jacinto River Authority do to achieve this level of success?"

Members of the management team listed the action steps that, if taken today, would lead the SJRA to the future they visualized. They considered how to leverage strengths to overcome weaknesses and how to mitigate threats to create opportunities. Many ideas were generated and captured on "sticky

notes," with each participant describing their own aspirations and priorities for the organization. Working collaboratively, they grouped these ideas together to reveal common key strategic areas of long-term focus, along with a set of immediate "bold steps" to initiate and propel the implementation of the strategic plan. These bold steps include:

1. Build a strong communications team, develop a plan, and execute it effectively.
2. Create a culture of growth, challenge, and opportunity.
3. Improve management team cohesion; lead by example.
4. Define SJRA flood management role.
5. Develop GRP contingency and communications plans.
6. Fill key leadership roles.



Strategic Goals

The identification of the “bold steps” necessary to initiate the implementation of the strategic plan allowed SJRA leaders to define a set of six strategic goals, the accomplishment of which will lead to the realization of the Authority’s vision and the accomplishment of its mission. These strategic goals are the “must-dos” that establish a foundation for the development of more detailed operating objectives, initiatives, and departmental work plans.

Goal 1. Engaged Board of Directors

Board governance processes are policy-focused, responsive and timely, and result in informed Directors who are willing and able to advocate for SJRA decisions and operations.

Goal 2. Operational Excellence

Essential water, wastewater, and other contracted services are consistently and reliably delivered to the public, are diligently managed, and are characterized by efficiency, economy, compliance, and high customer satisfaction levels.

Goal 3. Water Resource Leadership

SJRA is a trusted partner in the management of the region’s water resources including long range water planning, water conservation, flood management, and water education programs serving the shared interests of the region.

Goal 4. Skilled, Engaged, and Valued Workforce

SJRA employees are competently led, competitively compensated, professionally challenged, and recognized for achievement.



Goal 5. Effective Stakeholder Communications

SJRA creates and reinforces its unique value proposition through consistently-reliable public communication and education, effective media relations, and productive community partnerships.

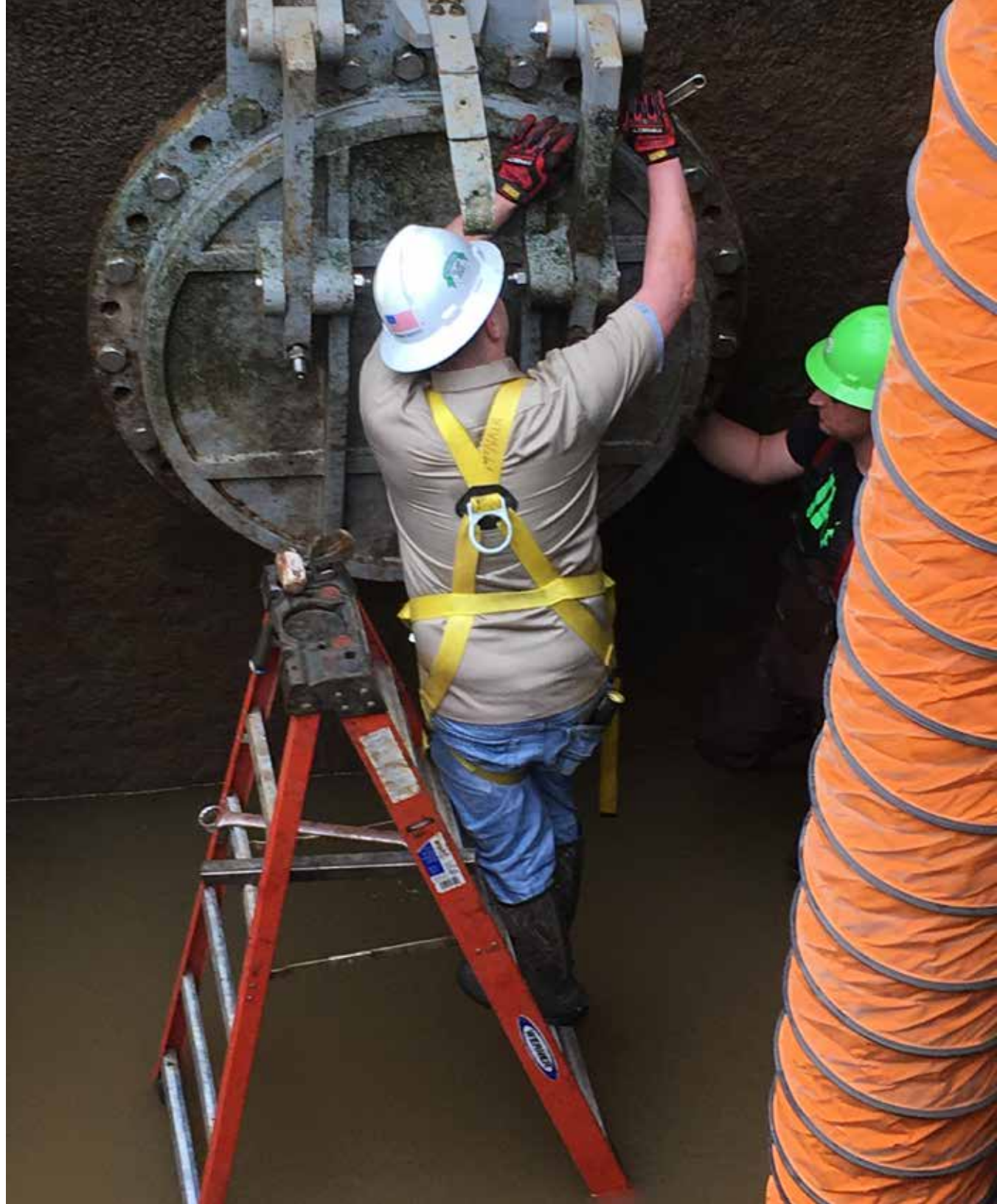
Goal 6. High Performance Administration

SJRA’s services are administered collaboratively and efficiently, including reasonable costs, disciplined and streamlined management, and technologically-enabled business processes.



Strategy Map

The map shown on the next page is a simple graphical depiction of SJRA's overall strategy in terms of its vision, mission, principles, goals, and objectives. It is a concise reference guide to the strategic plan and a useful tool for organizing and aligning departmental business plans and resources in support of the Authority's strategy.



Our Vision

Our vision is to be a trusted leader in the management of the water resources of the San Jacinto River Basin.

Our Mission

SJRA's mission is to assure long-term water supplies; to provide safe drinking water, raw water, and wastewater treatment services; to protect source water quality; to coordinate regional flood planning; and to inform and engage the public on a wide range of water resources management topics.

Our Guiding Principles

- Focus on our customers and stakeholders.
- Treat each customer, employee, and vendor with dignity and respect.
- Value each employee, their work, and their commitment.
- Be truthful, trustworthy, and transparent.
- Be knowledgeable and diligent in the performance of our duties.
- Use financial resources effectively and responsibly.
- Be accountable for our performance.
- Continuously improve our performance.
- Ensure that the systems that provide our services remain viable for future generations.
- Be prepared for and respond to emergencies.
- Support water conservation and environmental stewardship.

Our Goals

Engaged Board of Directors

Operational Excellence

Water Resource Leadership

Skilled, Engaged, & Valued Workforce

Effective Stakeholder Communications

High Performance Administration

Our Strategy

- 1.1** Create systems and processes to ensure Board knowledge and understanding of SJRA operations.
 - 1.2** Strengthen Board member engagement in and accountability for strategic decision making.
 - 1.3** Improve documents and processes used to prepare Board members for meetings.
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- 2.1** Deliver efficient, cost-effective, regulatory compliant water supply; wastewater collection and treatment; and other contract services.
 - 2.2** Systematically manage Authority assets.
 - 2.3** Meet customer service expectations at a reasonable and fair price.
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- 3.1** Respond to the Governor's 2018 post-Harvey directive to provide regional and statewide flood management leadership.
 - 3.2** Encourage and support water conservation and environmental stewardship.
 - 3.3** Develop viable long-range water resource plans.
-
- 4.1** Upgrade management and employee development programs.
 - 4.2** Respect, engage, and involve staff at all levels of the SJRA organization.
 - 4.3** Provide attractive and competitive compensation and recognition programs.
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- 5.1** Refresh and promote an updated SJRA brand identity.
 - 5.2** Expand public education and outreach programs.
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- 6.1** Ensure stable, adequate funding for ongoing operations.
 - 6.2** Identify and manage enterprise risks.
 - 6.3** Strengthen emergency response capabilities.
 - 6.4** Leverage information technology to enable efficient administration.
 - 6.5** Deliver strong and collaborative internal support services.



Goals, Objectives, and Initiatives

The SJRA Strategic Plan incorporates six strategic goals and 19 individual objectives supported by 60 specific objectives. Additionally, the plan identifies a senior management sponsor for each goal, assigns specific accountabilities for the implementation of each initiative, and sets a target date for their completion.

GOAL 1: ENGAGED BOARD OF DIRECTORS			
Senior Management Sponsor: Jace Houston			
<i>Board governance processes are policy-focused, responsive and timely, and result in informed Directors who are willing and able to advocate for SJRA decisions and operations.</i>			
Objectives	Initiatives	Accountabilities	Target Completion Date
Objective 1.1 Create systems and processes to ensure Board knowledge and understanding of SJRA operations.	1.1.1 Provide a comprehensive orientation for newly-appointed Board members.	<ul style="list-style-type: none"> General Manager Administrative Services Manager 	Q4 FY19
	1.1.2 Maintain a Board member orientation handbook.	<ul style="list-style-type: none"> Administrative Services Manager 	Q4 FY19 and annually thereafter
	1.1.3 Provide periodic field trips/orientation visits to SJRA facilities and capital projects.	<ul style="list-style-type: none"> General Manager Senior Managers 	Two per year
Objective 1.2 Strengthen Board member engagement and accountability for strategic decision making.	1.2.1 Survey Board members to better understand their satisfaction with current Board communication and engagement practices.	<ul style="list-style-type: none"> General Manager 	Q1 FY20 and annually thereafter
	1.2.2 Provide Board members with customer and stakeholder feedback regarding SJRA operations.	<ul style="list-style-type: none"> General Manager Senior Managers 	Q2 FY19 and bi-annually thereafter
	1.2.3 Review Board committee structure with Board President to optimize opportunities for Board member engagement.	<ul style="list-style-type: none"> General Manager 	Q2 FY19 and annually thereafter
	1.2.4 Facilitate periodic meetings between Board members and the local legislative delegation.	<ul style="list-style-type: none"> General Manager Director of Communications and Public Affairs 	On-going

- **Bold text** indicates lead accountability



<i>Objectives</i>	<i>Initiatives</i>	<i>Accountabilities</i>	<i>Target Completion Date</i>
<p>Objective 1.3</p> <p>Improve documents and processes used to prepare Board members for meetings.</p>	<p>1.3.1 Review structure and content of agenda materials to ensure they meet Board member needs.</p> <p>1.3.2 Leverage Board SharePoint site to efficiently disseminate meeting information and other items of strategic importance.</p>	<ul style="list-style-type: none"> • Administrative Services Manager • Administrative Services Manager • <i>Senior Managers</i> 	<p>Q4 FY19 and annually thereafter</p> <p>Q4 FY19 and on-going thereafter</p>



GOAL 2: OPERATIONAL EXCELLENCE

Senior Management Sponsor: Ron Kelling

Essential water, wastewater, and other contracted services are consistently and reliably delivered to the public, are diligently managed, and are characterized by efficiency, economy, compliance, and high customer satisfaction levels.

Objectives	Initiatives	Accountabilities	Target Completion Date
<p>Objective 2.1</p> <p>Deliver efficient, cost-effective, regulatory compliant water supply; wastewater collection and treatment; and other contract services.</p>	2.1.1 Implement practical innovative technology strategies and operational practices.	<ul style="list-style-type: none"> • SCADA/I&C Manager • Division Managers • Division O&M Managers • Division Engineers 	Identify and evaluate strategies and practices for consideration in the 10 Year Project Plan and O&M budget Q2 each FY
	2.1.2 Actively monitor regulatory and rule-making processes and engage as appropriate.	<ul style="list-style-type: none"> • Division Managers (Woodlands Division Engineer – Facilitator) • Division O&M Managers • Division Engineers 	As required to meet regulatory and rule-making deadlines
	2.1.3 Benchmark performance against best in class service providers and make adjustments in organization, policies, procedures, and practices as warranted.	<ul style="list-style-type: none"> • Division Managers (GRP Division Manager – Facilitator) • Division O&M Managers • Division Engineers 	Conduct paper benchmarking performance reviews Q1 each FY Conduct site visit of at least one selected best in class provider facility Q1 each FY
	2.1.4 Secure and manage ownership of all fee property and easements for all facilities and systems.	<ul style="list-style-type: none"> • Division Managers (Highlands Division Manager – Facilitator) 	Develop scope and strategy Q4 FY21



<i>Objectives</i>	<i>Initiatives</i>	<i>Accountabilities</i>	<i>Target Completion Date</i>
Objective 2.2 Systematically manage Authority assets.	2.2.1 Fully implement and update a best-practices driven asset management plan (AMP) for each Division.	<ul style="list-style-type: none"> • Division Managers (Woodlands Division Engineer – Facilitator) • Division O&M Managers • Division Engineers 	Update GRP and Woodlands AMP Q2 FY20 Develop and implement Highlands formal AMP Q4 FY22 Develop and implement Lake Conroe formal AMP Q4 FY22
	2.2.2 Improve effectiveness and reliability of data captured, stored, and reported in Authority's enterprise asset management system.	<ul style="list-style-type: none"> • Division Maintenance Managers/ Superintendents (Division EAM Coordinator – Facilitator) • Lead Maintenance Technicians • IT Manager 	Q3 FY20
	2.2.3 Integrate data collected and stored in the SCADA system for effective use in asset management program.	<ul style="list-style-type: none"> • SCADA/I&C Manager • Division Managers • IT Manager 	Q3 FY22 and ongoing thereafter
	2.2.4 Use asset inventory data to accurately update fixed asset accounting and for confirmation of appropriate insurance coverages.	<ul style="list-style-type: none"> • Controller • <i>Risk Manager</i> 	Q2 each FY
Objective 2.3 Meet customer service expectations at a reasonable and fair price.	2.3.1 Confirm customer service expectations and willingness to pay for desired services and incorporate into operational planning and implementation.	<ul style="list-style-type: none"> • Division Managers (GRP Division Manager – Facilitator) 	Meet with customers Q2 each FY
	2.3.2 Identify fair and reasonable rates through analysis of O&M costs, contracts for the delivery of goods & services, capital improvements, adequate reserves, and other expenses.	<ul style="list-style-type: none"> • Division/Department Managers (Controller – Facilitator) • Controller • Division Accountants • Purchasing Manager 	Q3 each FY



GOAL 3: WATER RESOURCE LEADERSHIP

Senior Management Sponsor: Chuck Gilman

SJRA is a trusted partner in the management of the region's water resources including long range water planning, water conservation, flood management, and water education programs serving the shared interests of the region.

Objectives	Initiatives	Accountabilities	Target Completion Date
Objective 3.1 Respond to the Governor's 2018 post-Harvey directive to provide regional and statewide flood management leadership.	3.1.1 Clearly define flood management roles and responsibilities.	<ul style="list-style-type: none"> Director of Water Resources and Flood Management 	Q1 FY20
	3.1.2 Create and sustain regional flood management partnerships.	<ul style="list-style-type: none"> Director of Water Resources and Flood Management Division Engineer 	On-going
	3.1.3 Improve flood early warning system and implement Decision Support System for gate operations.	<ul style="list-style-type: none"> Division Engineer (Flood Management Division Engineer – Facilitator) Lake Conroe Division Manager Project Coordinator 	Q1 FY21
	3.1.4 Develop and deploy a robust "Know Your Watershed" educational campaign.	<ul style="list-style-type: none"> Communications Manager Division Engineer Project Coordinator 	Q1 FY20
Objective 3.2 Encourage and support water conservation and environmental stewardship.	3.2.1 Assist regulated groundwater users in achieving and maintaining compliance with applicable groundwater reduction requirements.	<ul style="list-style-type: none"> GRP Division Manager 	On-going
	3.2.2 Update and implement water conservation and drought contingency plans.	<ul style="list-style-type: none"> Division Engineer (Raw Water Division Engineer – Facilitator) Division Managers 	Q3 FY24



<i>Objectives</i>	<i>Initiatives</i>	<i>Accountabilities</i>	<i>Target Completion Date</i>
<p>Objective 3.3</p> <p>Develop viable long-range water resource plans.</p>	<p>3.3.1 Maintain an up-to-date Raw Water Supply Master Plan and implement projects as appropriate to meet plan goals.</p> <p>3.3.2 Provide leadership within the Region H Water Planning Group.</p>	<ul style="list-style-type: none"> • Director of Water Resources and Flood Management • Division Engineer • Director of Water Resources and Flood Management • Division Engineer 	<p>Q1 FY24</p> <p>On-going</p>



GOAL 4: SKILLED, ENGAGED, AND VALUED WORKFORCE

Senior Management Sponsor Team: Jace Houston, Ron Kelling, Tom Michel, Chuck Gilman, and Heather Cook

SJRA employees are competently led, competitively compensated, professionally challenged, and recognized for achievement.

Objectives	Initiatives	Accountabilities	Target Completion Date
Objective 4.1 Upgrade management and employee development programs.	4.1.1 Develop and periodically update succession strategies for key management and supervisory positions.	<ul style="list-style-type: none"> • Human Resources Manager • Division/Department Managers 	Q2 FY20
	4.1.2 Develop and implement targeted training, mentoring and job rotation programs.		<ul style="list-style-type: none"> • Human Resources Manager • Division/Department Managers
	4.1.3 Enhance employee leadership development program.	<ul style="list-style-type: none"> • Director of Finance and Administrative Services • Division Managers • Deputy General Manager 	Graduating class Q3 each FY Annual review of Leadership SJRA Program Q4 each FY
	4.1.4 Develop processes and tools to support internal knowledge sharing.		Q2 FY20



<i>Objectives</i>	<i>Initiatives</i>	<i>Accountabilities</i>	<i>Target Completion Date</i>
Objective 4.2 Respect, engage, and involve staff at all levels of the SJRA organization.	4.2.1 Create, foster, and maintain a unified SJRA identity and positive values culture.	<ul style="list-style-type: none"> • Senior Management Team (Director of Water Resources and Flood Management – Facilitator) • Division/Department Managers 	Initial facilitated managers workshop Q2 FY20
	4.2.2 Maintain effective, open, two-way communication with all staff regarding key information impacting the SJRA structure, functionality, policies, and its employees.	<ul style="list-style-type: none"> • Senior Management Team (Director of Communications and Public Affairs – Facilitator) • Division/Department Managers 	Q3 FY20
	4.2.3 Identify ways to encourage staff to represent SJRA at community functions and events.	<ul style="list-style-type: none"> • Communications Manager • Division/Department Managers 	Q3 FY20
Objective 4.3 Provide attractive and competitive employee compensation and recognition programs.	4.3.1 Enhance employee recognition, appreciation, and service awards programs at all organizational levels.	<ul style="list-style-type: none"> • Human Resources Manager • Controller • Division/Department Managers 	Q2 FY20 and annually thereafter
	4.3.2 Identify and implement practical policies and practices such as flexible work schedules, wellness programs, etc. to recognize staff’s challenges to work-life balance.	<ul style="list-style-type: none"> • Human Resources Manager • Division/Department Managers 	Recommendations Q2 each FY during budgeting Implement throughout each FY
	4.3.3 Assure practical, competitive, total compensation packages are provided for all staff.	<ul style="list-style-type: none"> • Human Resources Manager • Division/Department Managers 	HR conducts review annually



GOAL 5: EFFECTIVE STAKEHOLDER COMMUNICATIONS

Senior Management Sponsor: Heather Cook

SJRA creates and reinforces its unique value proposition through consistently-reliable public communication and education, effective media relations, and productive community partnerships.

Objectives	Initiatives	Accountabilities	Target Completion Date
Objective 5.1 Refresh and promote an updated SJRA brand identity.	5.1.1 Develop and fund a professional communications team.	<ul style="list-style-type: none"> General Manager Director of Communications and Public Affairs 	Q4 FY20
	5.1.2 Design and implement a comprehensive brand management and communications strategy.	<ul style="list-style-type: none"> Director of Communications and Public Affairs Communications Manager 	Q3 FY20
	5.1.3 Sustain productive relationships with state legislators, local officials, community leaders, and key stakeholder.	<ul style="list-style-type: none"> Director of Communications and Public Affairs Communications Manager 	On-going
	5.1.4 Proactively engage with the news media to advance the SJRA mission.	<ul style="list-style-type: none"> Director of Communications and Public Affairs Communications Manager 	On-going



<i>Objectives</i>	<i>Initiatives</i>	<i>Accountabilities</i>	<i>Target Completion Date</i>
Objective 5.2 Expand public education and outreach programs.	5.2.1 Develop and deliver a comprehensive public education program regarding SJRA's roles and responsibilities.	<ul style="list-style-type: none"> • Director of Communications and Public Affairs • Communications Manager • Director of Communications and Public Affairs • Division/Department Managers • Director of Communications and Public Affairs • Division/Department Managers 	Q4 FY20
	5.2.2 Refine and improve external crisis communications plans, protocols, and processes.		Initial strategies Q2 FY20 More comprehensive improvements Q3 FY20
	5.2.3 Provide media and public communications training to designated SJRA personnel.		Q4 FY20



GOAL 6: HIGH PERFORMANCE ADMINISTRATION

Senior Management Sponsor: Tom Michel

SJRA's services are administered collaboratively and efficiently, including reasonable costs, disciplined and streamlined management, and technologically-enabled business processes.

Objectives	Initiatives	Accountabilities	Target Completion Date
Objective 6.1 Ensure stable, adequate funding for ongoing operations.	6.1.1 Recommend appropriate funding reserves for all divisions based on industry best practice.	<ul style="list-style-type: none"> Division Managers (Lake Conroe Division Manager-Facilitator) 	On-going
	6.1.2 Improve and implement process for developing annual budgets via collaboration between all divisions and departments.	<ul style="list-style-type: none"> Controller (Senior Accountant – Facilitator) Senior Management Division/Department Managers 	Q4 each FY
	6.1.3 Improve financial reporting tools for use with key internal and external stakeholders.	<ul style="list-style-type: none"> Controller 	Q2 FY20 and on-going thereafter
	6.1.4 Coordinate with customers, governmental entities, and/or stakeholders to identify cost-sharing opportunities.	<ul style="list-style-type: none"> Division/Department Managers (Purchasing Manager – Facilitator) 	On-going
Objective 6.2 Identify and manage enterprise risks.	6.2.1 Identify significant enterprise risks and develop appropriate risk management strategies.	<ul style="list-style-type: none"> Risk Manager Division/Department Managers 	Q4 FY20 and on-going thereafter
	6.2.2 Develop and implement short-term and long-term contingency plans for significant litigation risks.	<ul style="list-style-type: none"> Risk Manager Division Managers Human Resources Manager General Counsel 	Q4 FY19
	6.2.3 Improve process for contractual risk sharing/ transfer, including insurance renewals, and certificates of insurance.	<ul style="list-style-type: none"> Risk Manager Purchasing Manager 	Q2 FY20 and on-going thereafter



<i>Objectives</i>	<i>Initiatives</i>	<i>Accountabilities</i>	<i>Target Completion Date</i>
Objective 6.3 Strengthen emergency response capabilities.	6.3.1 Develop, implement and update SJRA-wide emergency communications/operations plan.	<ul style="list-style-type: none"> • Risk Manager • <i>Director of Communications and Public Affairs</i> • <i>Administrative Services Manager</i> • <i>Division/Department Managers</i> 	Q3 FY20 and on-going thereafter
	6.3.2 Perform divisional and SJRA-wide periodic emergency response tabletop exercises and drills.	<ul style="list-style-type: none"> • Division Managers (Woodlands Division Manager and Woodlands O&M Manager – Facilitators) • <i>Senior Managers</i> 	Q3 each FY
Objective 6.4 Leverage information technology to enable efficient administration.	6.4.1 Continuously improve the Authority's communications, data management, and network infrastructure.	<ul style="list-style-type: none"> • IT Manager • <i>SCADA/I&C Manager</i> 	On-going
	6.4.2 Identify and implement technologies to streamline and simplify business processes.	<ul style="list-style-type: none"> • <i>IT Manager</i> • <i>Division/Department Managers</i> 	On-going
	6.4.3 Improve end-user knowledge and competence through initial and refresher systems training.	<ul style="list-style-type: none"> • IT Manager • <i>Division/Department Managers</i> 	Initial programs by Q1 FY20; and on-going thereafter
	6.4.4 Maintain robust and reliable systems security for the Authority's communications, data management, and network infrastructure.	<ul style="list-style-type: none"> • IT Manager • <i>SCADA/I&C Manager</i> 	On-going



<i>Objectives</i>	<i>Initiatives</i>	<i>Accountabilities</i>	<i>Target Completion Date</i>
<p>Objective 6.5 Deliver strong and collaborative internal support services.</p>	<p>6.5.1 Strengthen the delivery of internal support services and business processes by clearly defining expectations.</p> <p>6.5.2 Identify and implement best practices for administrative business processes utilizing a structured change management methodology.</p> <p>6.5.3 Evaluate opportunities to expand in-house delivery of technical services and construction work to operating divisions.</p>	<ul style="list-style-type: none"> • Director of Finance and Administrative Services • Division/Department Managers • Director of Finance and Administrative Services • Deputy General Manager • Division/Department Managers • Division Managers • Technical Services Manager 	<p>Q3 FY20; and on-going thereafter</p> <p>Q4 FY19; and on-going thereafter</p> <p>On-going</p>





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