Guadalupe-Blanco River Authority

2023-2028 Strategic Plan

Updates

January 17, 2024
Table on pages 11 - 21, Added 3 initiatives for One Water and Public Outreach, Combined 2 initiatives into 1 WaterSECURE initiative, clarified Key Performance Indicators (KPIs), updated target completion dates, and accountability titles

INTRODUCTION

The Guadalupe-Blanco River Authority (GBRA) engaged Baker Tilly to work with its leadership team and key stakeholders to develop a new comprehensive strategic plan regarding the allocation of resources to support the effective delivery of critical water resource management, and water and wastewater treatment services to the 10-county (Kendall, Comal, Hays, Caldwell, Guadalupe, Gonzales, DeWitt, Victoria, Calhoun and Refugio counties) watershed. The planning process and final document provides a plan with a five-year horizon.

The plan will include:

- Compelling statements of commitment and promise along with a set of concrete, specific, achievable and time-bound strategic goals, objectives and operational initiatives in support of the commitment and promise of the GBRA.
- A graphical strategy map and a structured deployment plan to serve as an implementation guide for the next five years, including the establishment of specific priorities, accountabilities, completion dates and key performance indicators.
- Transform the conceptual goals of the visioning process into realistic, achievable targets.
- Provide a process that allows general alignment and focus to foster a sense of cohesion as to GBRA's strategic direction with considerations of all divisions and geographic areas.
- Chart an effective and innovative course of action for GBRA's future, setting priorities and maximizing innovative opportunities.
- Serve as a way to organize and prioritize GBRA initiatives and resources to achieve specific goals within the next five years with specific performance measures.

PURPOSE

The strategic planning process focused primarily on what GBRA 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 GBRA leadership and stakeholders worked together to clarify what future success looks like considering existing and expected future challenges.

THE PLANNING PROCESS

An inclusive and collaborative planning approach was applied in the development of the GBRA Strategic Plan.

That process included:

- Initial planning and kickoff meetings with members of the senior management team.
- Discussion of the "business landscape" for the GBRA in terms of the operating environment, critical issues, funding streams, policy priorities, regulatory considerations, and related topics.
- Logistical planning and coordination for the strategic planning workshops for GBRA leadership.
- Conducted interviews with six (6) internal focus groups and eight (8) external focus groups.
- Development of a graphical strategy map illustrating the linkages between the commitment, promise, and strategic goals and objectives and strategic plan document, and creation of a public-facing strategic plan document.
- Deployment of the Strategy road map and schedule.
- Facilitated the development of key performance indicators for each strategic objective.

- Development of strategic communication and change management plans.
- Identification of technology tools for the management and measurement of the strategic plan and a strategic performance reporting model.

STAKEHOLDER ENGAGEMENT

GBRA 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 internal and external stakeholders to establish a foundation for the plan's development.

Focus group sessions were conducted with:

- GBRA senior leadership and staff focus groups in administration, engineering and development, environmental science, finance and operations
- City and County leaders in the 10-county watershed
- Representatives of non-profit organizations, economic development corporations and partnerships in the 10-county watershed
- Regional elected officials

The following information provides a high-level summary of the input and perspectives received from each of the noted stakeholder groups.

ENVIRONMENTAL SCAN

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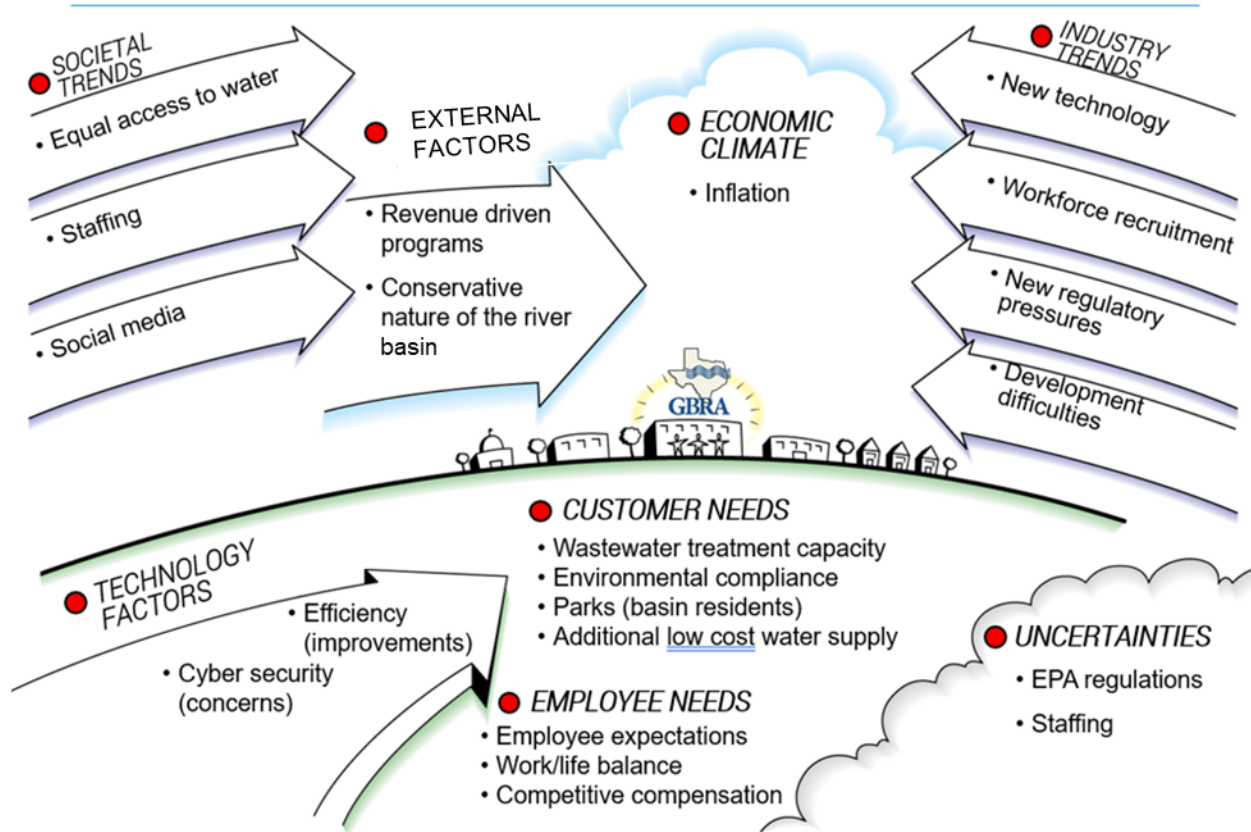
Effective strategic planning does not occur in a vacuum. Instead, it relies on a clear understanding of the environment within which the strategy will be carried out. The Authority's management team completed a structured exercise to describe the current conditions and future trends impacting the GBRA's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

SWOT ANALYSIS
Strengths, Weaknesses, Opportunities, Threats

After evaluating the attributes of the current and future operational environment, senior leadership members 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.
- 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 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 management team in the identification of important goals, objectives, and initiatives, both short- and long-term.

COMMITMENT & PROMISE

Our Commitment

A commitment statement describes the organization's purpose. It defines the business of the organization and its relationship to its customers. The Guadalupe-Blanco River Authority updated their commitment statement to address the future needs and desires of the organization.

Our Commitment: Lead cooperative stewardship of the water resources within the Guadalupe River Basin to promote quality of life for all.

Our Promise

The promise statement details the fundamental values that guide how members of the organization conduct themselves in pursuit of the commitment of the organization. The guiding values provide an ethical framework for decision making and action.

Passion for Service

Customer Driven

Ethical Leadership

Professional Excellence

STRATEGIC GOALS

After systematically scanning the external environment, evaluating the strengths and weaknesses of the organization, identifying opportunities and threats, senior leadership confirmed the organization's commitment and promise. 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," the GBRA leaders were challenged to imagine a future filled with great success. They visualized an organization that is advancing steadily towards its commitment in accordance with its promised values.

They were then asked to think about this question:

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

Members of the senior leadership team listed the action steps that, if taken today, would lead the organization 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 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: invest in our people; play well with others; implement high impact projects; pursue operational excellence; leverage information technology; and leadership in stewardship.

STRATEGIC COMMITMENTS

The identification of the "bold steps" necessary to initiate the implementation of the strategic plan allowed the GBRA leaders to define a set of five strategic goals, and the accomplishment of these goals will lead to the realization of the Authority's commitment guided by the promised values. These strategic goals are the "must-dos" that establish a foundation for the development of more detailed operating objectives, initiatives, and departmental work plans.

Focus on the Future

Operational Excellence

Cooperative Collaboration

Invest in Our People

Integrated Communications

STRATEGY MAP

The map shown here is a simple graphical depiction of the GBRA's overall strategy in terms of its commitment and promised values. 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 Commitment: Lead cooperative stewardship of the water resources within the Guadalupe River Basin to promote quality of life for all

5 Year Strategic Map

Focus on the Future
- Serve as the leader in environmental stewardship and resource protection for the river basin
- Implement solutions for the future water/wastewater needs of a growing population and economy
- Enhance recreational opportunities

Operational Excellence
- Provide superior water and wastewater services
- Advance the use of a centralized asset management program
- Leverage technology to advance organizational growth and efficiency
- Prudently manage financial resources to ensure sufficient funding for operations, programs, and long-term sustainability

Cooperative Collaboration
- Engage with community, customers and thought leaders
- Expand involvement with national, regional and state organizations
- Lead basin-wide water resource planning efforts

Invest in Our People
- Recruit and retain high-quality team members
- Create a robust workforce development plan to enable organizational growth
- Develop a safety culture consistent with industry best-practices

Integrated Communications
- Grow and improve reputation and brand awareness through purpose-driven communications and engaging content
- Expand public outreach through education efforts
- Enhance Board of Director engagement

Our Promise: Passion for Service | Customer Driven | Ethical Leadership | Professional Excellence

STRATEGIC GOALS, OBJECTIVES & INITIATIVES

The GBRA Strategic Plan incorporates five (5) strategic goals and sixteen (16) individual objectives supported by forty-six (46) specific initiatives. Additionally, the plan identifies a management team sponsor for each goal, assigns specific accountabilities for the implementation of each initiative, and sets a target date for their completion.

Focus on the Future				
Objective	**Initiatives**	**Accountability**	**Key Performance Indicators**	**Target Completion Date**
Serve as the leader in environmental stewardship and resource protection for the river basin	Enhance data collection, improve processes, and grow programs related to water quality sampling and analysis	Water Quality Program Supervisor Laboratory Administrator	• Amend the Clean Rivers Program contract to be revenue/expense neutral • Collect water quality data and information for the HCP while maintaining baseline data • Work with WPP coordinators to implement BMPs trough the Plum Creek WPP and Geronimo Creek WPP • Demonstrate state of readiness during critical operation periods (weather events, hurricanes, power outages, etc.) by developing an internal readiness plan • Evaluate the lab fees and reset per inflation and market comparison	FY23 Annually FY25 & FY27 Annually Annually
	Develop a Habitat Conservation Plan, through a regional collaborative process to allow for sustainable water and wastewater services while protecting and stewarding the resources and endangered species of the Guadalupe River Basin	Executive Manager Environmental Science	• Form and seat a committee structure to allow for collaboration and input • Compile data and information relevant to species of concern and related hydrologic elements; supplement as needed, including: mussel sampling, WQ sampling, species research and water quality analysis • Establish conservation measures and mitigation strategies that are compatible with operations and benefit endangered species • Receive an issued ITP from the USFWS	FY23 FY23 – FY25 FY24 & FY25 FY27
	Initiate a standing research program at GBRA that addresses operation and environmental issues facing GBRA	Deputy Manager of Environmental Science	• Conduct site assessments to inform the locations for future GBRA infrastructure projects • Coordinate with other basin stakeholders and regulators to prioritize data and information that needs to be generated in the Guadalupe Basin • Participate in the SARA nutrient analysis	Annually Annually FY23

			• Establish a routine/annual monitoring program for freshwater mussels and other aquatic species of interest	FY24 & annually
			• Assist in the HCP planning process by providing WQ data and analysis related to requirements of freshwater mussels and salamanders	FY23 – FY25
	Facilitate a process to establish nutrient criteria for the Guadalupe River in the Texas Hill Country for use in the permitting of effluent discharges from WWTPs	Executive Manager of Environmental Science Deputy Executive Manager of Environmental Science	• Collect baseline data and information related to nutrients in the Hill Country	FY24
			• Meet with WQ experts to establish a path forward and timeline to achieve the overall goal	FY24 & FY25
			• Engage and inform stakeholders • Conduct annual sampling as needed • Build a Hill Country water quality model to be used in assessing different parameter levels and scenarios	FY25 FY24 – FY26 FY26
			• Present results and recommendations to TCEQ	FY27
Implement solutions for future water/wastewater needs of a growing population and economy	Construct expansion of the ongoing Carrizo Groundwater Supply Project to bring a new source of supply to customers along the TS-130 corridor in Hays and Caldwell Counties	Executive Manager of Engineering Deputy Executive Manager of Engineering	• Secure permits for additional groundwater supply from existing leases	FY23
			• Complete design • Complete construction	FY24 FY27
	Development of WaterSECURE initiative sourced from GBRA's existing surface water permits	Executive Manager of Engineering Deputy Executive Manager of Engineering	• Complete preliminary engineering • Complete ASR piloting phase and secure TCEQ permits	FY25 FY28
			• Complete design	FY29
	Plan & Implement capacity expansions to GBRAs Sunfield WWTP to serve the needs of eastern Hays County	Executive Manager of Engineering Treatment Design Director	• Complete construction of the expansion to 1.0 MGD	FY24
			• Complete design of 2.0 MGD Expansion • Complete construction of 2.0 MGD • Complete 4.0 MGD expansion	FY25 FY27 FY29
	Plan & Implement capacity expansions to GBRA's Stein Falls and Dietz wastewater systems to serve	Executive Manager of Engineering	• Develop a master plan for the Dietz north service area	FY24

	the growing needs between Seguin & New Braunfels	Treatment Design Director	• Complete design of the 1.9 MGD expansion of the Stein Falls WRF	FY24
			• Complete construction of the 1.9 MGD expansion of the Stein Falls WRF	FY26
Implement solutions for future water/wastewater needs of a growing population and economy	Minimize the impacts of permitting timelines and impacts on infrastructure projects	Executive Manager of Environmental Science Executive Manager of Engineering	• Establish a standing meeting between key staff in engineering and environmental to discuss permitting	FY23
			• Assist Engineering with review of permits & associated reports	Annually
			• Develop a list of priority projects and their associated permitting requirements and related needed data/information	FY24
			• Generate needed information in advance of permitting process	Annually
			• Secure an ITP that includes processes and/or steps to facilitate ESA consultations for categories of and specific projects	FY27
	Engage with communities and organizations participating in One Water initiatives Identify One Water Strategies within GBRA operations.	Executive Management Team	• Serve on One Water Advisory Councils, One Water Working Groups and Committees within the Guadalupe Basin	Annually
			• Maintain membership and participate at US Water Alliance One Water Council	Annually
			• Define & Identify GBRA existing One Water strategies currently employed at projects	FY24
			• Define & Identify GBRA One Water strategies that may be deployed in future projects	Annually
Enhance recreational opportunities	Enhance recreational opportunities	General Management Team	• Development of the Recreation Master Plan	FY26

Operational Excellence				
Objective	**Initiatives**	**Accountability**	**Key Performance Indicators**	**Target Completion Date**
Provide superior water and wastewater service	Operate water and wastewater facilities in a manner that is recognized on national and state levels. Apply for awards annually	Executive Manager of Operations Division Managers	• Applications for operational excellence, reuse or optimization submitted to NACWA, AWWA or other related associations	Annually
	Clean gravity sewers and video inspect for condition assessment.	Chief Operators Collections Crew	• Initial video assessment of gravity sewers – update condition assessment in Nexgen • Annual cleaning of gravity sewers • Video inspection of sewers every 3 years	FY23 – FY25 FY24 – FY27 FY27
	Cross-train operators to be available as backup or replacement operators for operational continuity, resilience, and safety	Division Managers	• Four operators minimum annually for Hays/Caldwell and Kendall/Comal divisions	Annually
Advance the use of centralized asset management program	Work with Division Managers to complete the inventory of current assets and initiate preventative maintenance (PM) work orders.	Asset Manager	• Enter new or replaced assets into the system and initiate PM orders within three months of final acceptance for each new asset.	Annually
	Complete initiation of NEXGEN and produce renewal planning reports for contracted operations for clients	Asset Manager	• Approve renewal planning report • Annual renewal planning report in line with budget calendar	FY23 Annually
	Complete development of various available modules in NEXGEN software and implement usage with operators	Chief Operators Division Managers	• Develop and complete long-range asset replacement functions of NEXGEN • Implement advanced use of NEXGEN modules to create checklist for daily operational tasks • Transfer existing records and add any new data into the backflow prevention module and utilize for compliance	FY23 FY25 FY24
	Enhance and advance GBRA's GIS platform to maximize user experience, increase user engagement and optimize tools and spatial data workflows	IT Director GIS Manager	• Migrate field data collection efforts to Arc GIS Field Maps • Redesign GIS Portal and map viewers using ArcGIS Enterprise Sites & ArcGIS Experience Builder	FY24 FY24

			• Develop, train and implement agency-wide editing workflows for critical spatial business data	FY25
			• Expand external web mapping applications and spatial data access (open data) for partners and the general public.	FY26
Leverage technology to advance organizational growth and efficiency	Enhance/modernize measures to protect and defend data and information from cybersecurity risks	IT Director IT Operations Manager System Administrator Network Administrator	• Perform regular end user technology surveys • Secure and evaluate proposals from phishing simulation service providers • Perform regular risk assessments for cyber threats and liabilities • Implement a network security monitoring platform to detect cyber threats	FY24 & annually FY23 FY23 & annually FY25

	Develop a SCADA Master Plan to address the challenges introduced by system growth	IT Director
		
		IT Operations Manager
		
		SCADA Administrator
			• Master plan to include:
			  o Forecast of staffing needs based on growth
			  o Standardization of hardware and software across the agency
				FY24

	Develop and enhance current software to improved departmental workflows and system integration	IT Director IT Operations Manager System Administrator Database Administrator	• Plan and implement the migration of GBRA's network drives to SharePoint and OneDrive • Establish IT governance for cohesive system integration • Plan and implement measures to efficiently share GBRA data with internal and external users • Determine the feasibility of implementing an enterprise (ERP) solution to replace major standalone software	FY25 FY25 FY25 FY26
	Boost the network infrastructure to enhance communications, increase its reliability, strengthen security, and provide redundancy	IT Director IT Operations Manager Network Administrator	• Develop network design standards and implement standards on all existing and new local and wide area networks • Implement layer 3 networking within GBRA's communication backbone	FY25 FY25
	Strategically propose and potentially utilize financial reserves when appropriate to take advantage of economic opportunities, purchase	Executive Manager of Finance/CFO	• Board action items presented for consideration • Periodic updates to the Board	Annually

	one-time items, implement specific initiatives, or provide funding for new projects prior to the receipt of bond proceeds				
Prudently manage financial resources to ensure sufficient funding for operations, programs and long-term sustainability	Evaluate new initiatives to ensure alignment with the objectives in the Strategic Plan	Executive Manager of Finance/CFO Deputy Executive Manager of Finance	•	Balanced budget adopted by Board with priority given to items that align with Strategic Plan	Annually
	Develop a risk assessment tool to evaluate and monitor financial operations to ensure the adequacy and effectiveness of internal controls and provide detailed documentation to financial auditors	Executive Manager of Finance/CFO Deputy Executive Manager of Finance	• • •	Develop risk assessment Identify deficiencies and correct within 60 days Annually review existing processes to ensure effective internal controls	FY24 FY25 & annually FY25 & annually
	Evaluate and implement best practices in debt administration to efficiently manage the increased workload and compliance requirements with higher levels of debt	Executive Manager of Finance/CFO Deputy Executive Manager of Finance	• •	Responsibilities to be shifted to create greater capacity for treasury and debt administration responsibilities, which may require additional staffing Provide additional training opportunities for team members involved in debt management	FY23 & annually Annually
	Explore additional ways to expand financial transparency in providing more information to the public	Executive Manager of Finance/CFO Deputy Executive Manager of Finance Purchasing Manager	•	Expand GBRA's Financial Transparency webpage to meet Texas Comptroller guidelines for additional Transparency Stars (considerations may include debt obligations, public pensions, and contracts & procurement)	FY26

Cooperative Collaboration				
Objective	Initiatives	Accountability	Key Performance Indicators	Target Completion Date
Engage with community, customers and thought leaders	Develop and implement a customer and community interaction plan	Director of Government & Community Affairs Executive Manager of Communications & Outreach	• Define community, costumers and thought leaders • Identify strategic partnerships and economic development partnerships • Standardize reporting from meetings of local governing boards to GBRA leadership • Create and events calendar • Provide annual opportunities for facility tours for stakeholders • Generate engagement through the creation of a GBRA Speakers Bureau	FY23 FY24/FY25 FY24 FY23 Annually FY25
	Develop procurement guidance document for "How to do business with GBRA"	Purchasing Manager	• Completion of packet and posting on website • Develop PO module within Dynamics NAV	FY24 FY25
	Publish a Developer Resources Guide to provide information to the development community on procedures to obtain GBRA utility services	Executive Manager of Engineering Engineering Director Construction Director	• Integrate a new PMIS with stakeholder dashboards and publish the initial DRG • Engage internal and external stakeholders annually to receive feedback on potential revisions • Publish annual updates to DRG at start of each calendar year beginning in 2025	FY23 Ongoing FY25 & annually
Expand involvement with national, regional and state organizations	Create interaction plan for national, regional, water, wastewater, state and local organizations	Director of Government & Community Affairs	• Identify organizations for GBRA participation and evaluate membership and sponsorship process • Identify contacts with each organization and GBRA departments to lead the relationship • Participate on association boards or sub-committees • Submit abstracts for presentation opportunities • Identify areas of expansion (local; establish process for roles/boards/etc).	FY23 & annually

Lead basin-wide water resource planning efforts	Lead a regional water supply planning effort for the Guadalupe River Basin identifying options for sharing capacity in planned projects, new sources of supply, and implementation of the first direct reuse facility in the Guadalupe River Basin	Executive Manager of Engineering Deputy Executive Manager of Engineering	• Develop a more thorough understanding of future demands and key areas for water delivery • Identify specific projects that can meet future demands (WateSECURE) • Identify new sources of supply for the region • Determine the preferred location for the first direct reuse facility in the basin • Participate in the State Regional Water Planning effort (Region L)	FY25 FY24 FY25 FY26 Annually
	Coordinate the state Regional Flood Planning effort for the Guadalupe River Basin	Deputy Executive Manager of Engineering Director of Government & Community Affairs	• Completion of the first regional flood plan by January 2023 • Completion of the amended 2023 regional flood plan by July 2023 • Completion of 2028 Regional Flood Plan to TWDB	FY23 FY23 FY24 - FY28
	Leverage the FEMA Cooperative Technical Partnership Program to secure funding for Guadalupe River Basin communities to update flood hazard data	Deputy Executive Manager of Engineering	• Develop an annual list of potential projects for interested communities in the basin • Host annual meeting	Ongoing

Invest in Our People				
Objective	**Initiatives**	**Accountability**	**Key Performance Indicators**	**Target Completion Date**
Recruit and retain high-quality team members	Enhance approach to workforce recruitment, hiring, and retention, resulting in an effective workforce to meet the present and future needs of GBRA	Deputy Executive Manager or Administration	• Track the retention rates of new employees and turnover rates • Develop and issue onboarding survey • Execute a market analysis for salary and benefits • Compensation survey • Establish core training program • Implement core training • Establish formal succession plan	Annually FY24 & annually FY24 Annually FY25 FY26 – FY27 FY25
	Create a positive experience and support employee work life balance through engagement and wellness	Deputy Executive Manager of Administration	• Issue employee survey and continue on a biennial basis • Measure participation on employee survey • Measure participation in employee wellness program • Establish an approach and framework for a Recruitment & Retention program • Improve staff communication with regards to initiatives such as wellness and recognition programs	FY23, FY25, FY27 Annually Annually FY24 Develop FY25 Implement Annually
Develop a safety culture that is consistent with industry best practices	Enhance workplace safety and employee engagement program	Safety Department Facility Managers, Operators and Supervisors	• Create survey, report findings & review survey results • Implementation of survey results • Track & trend days away cases • Track and trend incidents, near misses, positive observation reports	FY23 FY24 Annually Annually
	Strengthen employee training – provide access and support to cutting edge technology, training material and hands-on stewardship training	Safety Department Division Managers	• Create survey for GBRA employees gauging safety initiatives (training satisfaction, applicability & opportunities) • Implementation of survey results • Review results with managers to establish areas of improvement	FY23 FY24 FY24

			• Measure success of training improvement program (incident rate)	FY25
			• Create Short Service Employee (SSE) Program	FY24
			• Implement SSE Program	FY25

Integrated Communications				
Objective	**Initiatives**	**Accountability**	**Key Performance Indicators**	**Target Completion Date**
Grow and improve our presence and brand awareness through purpose-driven communications and engaging content	Develop and implement annual communication plan	Executive Manager of Communications & Outreach Director of Government & Community Affairs	• Brand refresh • Annual Social media Calendar & Content Audit • Website optimization – improved functionality • Track user analytics for GBRA website • Review sponsorship strategy	FY23 -FY25 Annually FY24 – FY25 Annually Annually
Expand public outreach through education efforts	Enhance youth education programming and partnerships to the level of becoming a regional leader in water education	Education Program Director	• Number of engagements with target audiences • Regional partnerships; recognitions	FY24/ongoing Annually
	Enhance community education programming to improve conservation awareness	Executive Manager of Communication & Outreach	• Develop informational and educational materials for print and online use • Integrate conservation messaging into social media channels	FY24 – FY25 Annually
	Create efficiencies utilizing technology Promoting awareness of current online education modules; develop strategy to create new modules to boost other initiatives	Education Program Director	• Engagement reports through analytics	FY23
Enhance Board of Director engagement	Create and implement Board of Directors Communication Plan	General Management Team Director of Government & Community Affairs Executive Manager of Communications & Outreach	• Survey Board of Directors and execute on survey results • Strategic plan reporting	FY23 & annually Annually

IMPLEMENTATION PLAN

Strategy execution is often the most difficult and challenging aspect of strategic management for an organization to tackle. Execution includes translating the strategy into operational plans, building organizational alignment and monitoring performance against plans to ensure an organization stays on course to achieve its strategy. Developing a comprehensive plan that accounts for these execution building blocks and providing the necessary resources to make it happen will enable GBRA to achieve results that are more predictable, in line with its stated direction.

The model at right depicts the four main components of a Strategic Management System. This model is an adaptation of the Balanced Scorecard approach first introduced by Dr. Robert Kaplan and Dr. David Norton in the early '90s and is widely considered a best practice in the strategic management discipline.
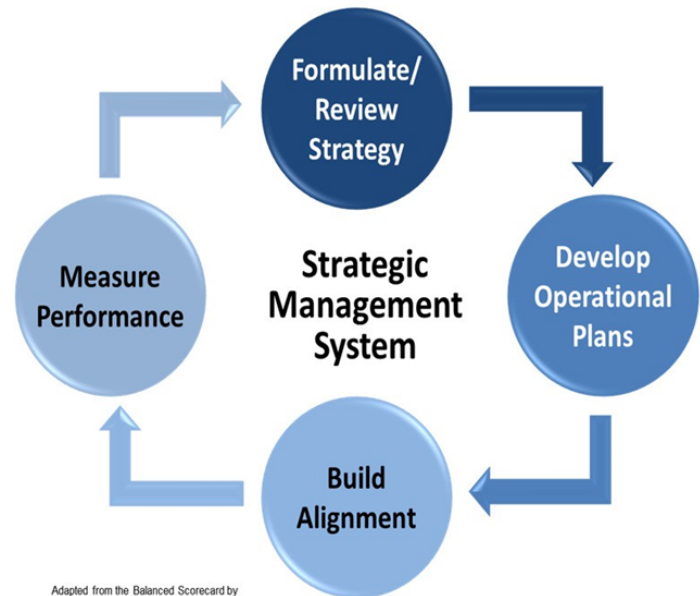
As shown in the model, strategic management is a cyclical process, including the following major elements.

As shown in the model, strategic management is a cyclical process, including the following major elements.

- **Formulate/Review Strategy:** Articulate the mission, vision, values, and high-level goals, strategies and measures of success. Review the strategy at least annually and adjust as needed.
- **Develop Operational Plans:** Develop Service Area and Service Unit business plans and budgets that include the specific objectives, initiatives, performance targets, resources and funding required to achieve the strategy.
- **Build Alignment:** Communicate the strategy and plans internally and with key external stakeholders, incorporate strategic goals and objectives into employee performance plans and link compensation and reward to strategic results.
- **Monitor Results:** Regularly measure, analyze and report on performance results against plans/targets, resolve issues, make course corrections as needed, and share knowledge and best practices to improve overall organizational performance.

With the adoption of this plan, the GBRA administrative team has completed the **Formulate Strategy** stage of the strategic management cycle and is now in the initial phase of the **Develop Operational Plans** stage, having defined objectives, initiatives and accountabilities. Going forward, as the Authority's organizational strategic planning and management capability matures, additional effort will be devoted to building Alignment of the budgeting, business planning and performance management processes and the development and application of a comprehensive set of **Key Performance Indicators**.

The implementation plan in this section documents an approach for the GBRA to effectively transition into disciplined strategy execution and a process of ongoing strategic management. It includes an overall **Strategic Management** phase and the remaining activities required to complete the **Develop Operational Plans** phase and the key activities in the **Build Alignment** and **Monitor Performance** phases.

Strategic Management System Transition Plan

Establish the core implementation team and finalize the plan for the transition from the current management model to one directly aligned to the organizational strategic plan. The transition plan should include all phases, tasks, deliverables, status meetings, and due dates.

Task 1.1 – Establish a dedicated core team of leaders to work with the Director of Regulatory and Customer Affairs. The Director, in turn, will coordinate with the designated strategy owner for each of the strategic goals and selected representatives from each Service Area.

Task 1.2 – Define and document team member roles and responsibilities.

Task 1.3 – Define strategic management administration guidelines (progress reporting, issue tracking, change control, meeting schedule, etc.).

Task 1.4 – Conduct a project team kick-off – project overview and provide strategic management training for the core team to increase understanding and awareness of the process itself.

Task 1.5 – Complete an objective assessment to document the current state of GBRA's strategic management capabilities and to create a baseline for future progress monitoring and to identify capability and process gaps that need to be closed in the design of a new strategic management model.

Task 1.6 – Finalize the detailed strategic management transition plans, including tasks, deliverables, milestones and timeline.

Task 1.7 – Monitor project progress, issues and risks.

Task 1.8 – Conduct regular status meetings.

Task 1.9 – Transition to "steady state" strategic management (when the strategic management discipline is fully embedded into standard management operating processes).

Develop Operational Plans

Develop and finalize Service Area and Service Unit business plans aligned to the organizational strategic plan, including specific operating objectives and initiatives, performance measures and targets, resources and funding required to execute the organizational strategy and drive results.

Task 2.1 – Work with service unit leadership to develop relevant key performance indicators (KPI). Define the KPIs and establish targets.

Task 2.2 – Develop/finalize an enterprise level strategic performance scorecard.

Task 2.3 – Develop/finalize Service Area and Service Unit level strategic performance scorecards.

Task 2.4 – Prioritize and finalize strategic initiatives. Establish owners.

Task 2.5 – Review current operating plans and budgets. Determine what changes may be required to integrate strategic goals, objectives, initiatives and KPIs into plans.

Task 2.6 – Determine resource requirements (budget and people) and identify any gaps based on current budget and staff allocation.

Task 2.7 – Finalize unit-level operational plans to execute strategy.

Build Alignment

Communicate the strategy and unit-level operating plans internally and with key external stakeholders, incorporate strategic goals and objectives into employee performance plans and reward to strategic results and actively manage cultural change.

Task 3.1 – Develop a change management plan and communications strategy.
- Identify key messages (i.e., overall strategy, plans, key initiatives, progress updates, etc.)

- Determine purpose for each key message (i.e., inform, call to action, decision-making, etc.)
- Identify internal and external audiences
- Determine communication channels
- Identify communication frequency.

Task 3.2 – Develop / design an aligned performance management process and evaluation tools. Determine what changes to current and/or past practices may be required to integrate strategic goals and objectives into individual performance plans to establish employee connection and contribution to the strategy.

Task 3.3 – Determine other activities as appropriate to build alignment and support of the GBRA's strategy.

Monitor Performance

Measure, analyze and report on performance results against plans/targets, resolve issues, make course corrections as needed, and share knowledge and best practices to improve overall organizational performance.

Task 4.1 – Develop and implement a strategic reporting process.
- Develop a strategic management reporting template.
- Determine method to collect and analyze data.
- Determine reporting frequency (i.e., monthly, quarterly, etc.).
- Develop a report and conduct periodic reviews with the GBRA's General Manager/CEO, the Strategic Management Team and appropriate others including the GBRA Board of Directors.
- Publish/communicate strategic performance results to customers, managers, employees and other stakeholders

Task 4.2 – Work with IT to automate data collection and build robust reporting functionality and executive dashboards.

Task 4.3 – Establish an annual strategic management planning calendar.

Task 4.4 – Develop and publish an annual report highlighting strategic accomplishments, misses, and any other insights to improve/enhance overall strategic performance. This information is a key input into the Formulate/Review phase of the Strategic Management system.