

# Staff Report

for the Regular Meeting of the Board of Directors of February 10, 2016

**TO:** Board of Directors  
**FROM:** Remleh Scherzinger MBA, P.E., General Manager  
**DATE:** February 1, 2016  
**SUBJECT:** 2016 – 2018 Strategic Plan

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## *MANAGEMENT*

### **RECOMMENDATION:**

Adopt District's Strategic Plan for 2016 through 2018.

### **BACKGROUND:**

Both the 2013 and 2014 financial audits identified that the District has been working off an old strategic plan circa 2010. While the Plans, Goals, and Activities were still current in our thinking the audit finding did spur a conversation and action by the District to update the current plan.

Throughout 2015 the Board conducted workshops and through the Committees conducted a number of meetings to work on the Mission Statement and the Goals of the District. These activities culminated in the rewritten Mission statement and the four Goals that are the core of the Plan.

Staff was presented with the Mission and the Goals and working from our current Budget as well as our previous strategic planning activities. Staff developed a series of action plans that will bring action to the goals presented by the committees and agreed upon by the Board.

The Strategic Plan presents a brief but concise decision framework for guidance and a look at the future of the District.

### **BUDGETARY IMPACT:**

No budgetary impact.

Attachment: Strategic Plan for 2016-2018

# Nevada Irrigation District

*Proudly serving Nevada, Yuba and Placer County residents since 1921*

## Strategic Plan 2016-2018

The District recognizes that we must from time to time review our processes and the overall direction of the District as a whole. That review is intended to facilitate an introspective look into past practices and to develop a vision for the future of the District. This is done in an effort to support our community and to maintain and enhance the resources in our care. We recognize that the decisions that are made by the District can make a greater impact on our region than just the collection and delivery of water, generation of electricity and the providing of recreational opportunities.

We must continually seek highly efficient and cost effective methods to conduct our activities, all in an effort to enhance our services and to reduce the financial impacts for our customers. Further, we believe in sustainably managing, protecting, and enhancing our environmental resources to provide for future generations.

It is with this in mind that we have prepared our Strategic Plan and have tasked the District staff with the following Mission, Goals, and Actions.

### **Mission Statement**

The District will provide a dependable, quality water supply, and continue to be good stewards of the watersheds while conserving the available resources in our care.

### **District Goals**

- 1. The continued health of the District is dependent upon the proactive management of our physical, financial, and human resources.*

The three core assets of the District are; its staff, its equipment and its capital/financial assets. We believe that the development of a forward thinking decision framework is necessary to maintain a proactive approach to managing our internal resources. Through prudent and forward thinking management we can ensure resilient and sustainable operation of our systems to the benefit of our customers, our community, and the environment. These benefits are experienced locally, regionally and statewide if done properly and with great care.

### **Action Items**

- Integrate climate change into District Planning
- Develop a Safety Program
- Improve financial systems
- HR / Finance integration
- Seasonal employment
- Consistent Environmental Compliance
- Strengthen Capital Planning for Reliability and Redundancy

## *2. Stewardship of District resources requires a collaborative and responsive relationship with our Local and Regional community.*

The continued efficient function of the District requires it to be responsive to its customers and the community as a whole. Our role is to provide service to our community and that is incumbent on a continuous stream of communication with our customers and the various stakeholder groups that chose to be involved with our business lines. We must establish and maintain a leadership role in supporting the community as it relates to our three business lines (Water, Hydroelectric, and Recreation). These business lines must work to integrate their functions into the fabric of the communities they serve for them to be relied upon and trusted.

### **Action Items**

- Maintain/Develop Leadership roles in CABY Regional Water Management Group, Mountain Counties Water Resources Association, and Association of California Water Agencies
- Develop Watershed Programs aligned with our service lines
- Locals groups (Nevada & Placer County Farm Bureaus, various Commissions)
- Maintain California Special District Association's Transparency Certification
- Update the Web platform to enhance user interface
- Seek opportunities to interface with the community

### *3. Develop and manage the District's resources in a self-determining fashion.*

The last three years have demonstrated that there are regulatory entities and organizational partnerships that will directly affect our ability to deliver service. These threats to our community's capacity to be self-determinate pose a very real and apparently expanding operational concern. We recognize that the fact that we own our facilities in total has provided a considerable amount of flexibility as we continue to address the environmental and regulatory impacts within our current operational environment. We are in the unique position of being able to singularly decide on the best course of action for the District and our community. This flexibility has allowed us to manage our resources to our collective advantage and thus meet the covenants of the district's formation directives.

#### **Action Items**

- Continue to strengthen the Community Investment Program
- Maintain and strengthen reserves
- Land transfer (Centennial & Deer Creek)
- Acquire necessary PG&E assets
- Develop consistent and integrated master planning documents

### *4. Find and integrate proven practices and technologies to enhance efficiency and reliability throughout the District in an effort to be responsive to the diverse interests of our customers.*

We must work to provide the highest level of service at the lowest cost possible without infringing on the quality of our service. For the District to continue to operate in a lean and athletic fashion it must continue to look for processes and technologies that will allow us to do more with less. This can be done in part by leveraging new technologies and business practices found in other districts to our advantage. We will use only those items that are proven and will commit to the belief that change can be good and that we can establish a company philosophy that believes in improving process.

#### **Action Items**

- Standardize on software packs across business lines where possible
- New financial software package
- Centralize operational real time reporting
- Enhance field accountability