

Nevada Irrigation District Strategic Planning 2022



Agenda

- ▶ PFW Matrix Overview
- ▶ Introductions
- ▶ Team Building
 - ▶ Successful Team Overview
 - ▶ Team Building Exercise
- ▶ Review What a Strategic Plan is
- ▶ Logistics of Strategic Plan
- ▶ Current Strategic Position
- ▶ Overview of SWOT Exercise



Introductions

- ▶ Name
- ▶ Favorite food or movie
- ▶ Favorite things about NID or
Why you chose to join the
organization.





GROWTH

EFFICIENCY

IMPROVEMENT

PERFORMANCE

High Performance Teams

- ▶ Jon R. Katzenbach and Douglas K. Smith's book, *The Wisdom of Teams:*

Creating the High-Performance Organization: "A team is a small number of people with complementary skills who are committed in a common purpose, performance goals, and approach for which they hold themselves mutually accountable."

- ▶ High-performance teams are distinguished from other groups in that a team is more than a collection of people simply following orders.

NID Leadership Team

- ▶ Board Members
- ▶ General Manager and Department Heads
- ▶ Mid-level Managers

Outcomes of High Performing Teams

- ▶ Brainstorm



Attributes of High- Performance Team

Brainstorm



Effective Team Performance Factors

Quality of Renewal (Ability to Expand Capabilities and Respond to Change)

- Encourage Personal Development and Risk Taking
- Avoid Insularity, Use Insight and Knowledge From Outside District
- Provide Mentoring and Coaching

Quality of Direction

- Align Priorities
- Focus Strategically on goals and Direction.
- Develop Talent

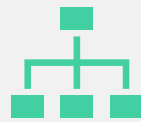
Quality of Interaction

- Encourage Critical Thought Through Effective Dialogue
- Capitalize on Diverse Viewpoints

Effective Team Performance Factors



Incorporate Effective Team Performance Factors into Strategic Planning Thinking



Work on all three factors separately but at once.



First Step Is Strategic Planning

Team Building Exercise

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Strategic Planning Overview

- ▶ Based on June 7, 2022 Review of Process Staff Report
- ▶ Phased Approach
 - ▶ Phase 1 Current Strategic Position
 - ▶ Review of Existing Strategic Plan and Progress
 - ▶ Environmental Scan
 - ▶ SWOT Analysis
 - ▶ Public Survey
 - ▶ Phase 2 Vision and Mission
 - ▶ Develop Vision Statement
 - ▶ Develop Mission Statement
 - ▶ Phase 3 Values
 - ▶ Develop Values
 - ▶ Phase 4 Strategic Priorities
 - ▶ Develop Strategic Priorities

Mission Statement



A Mission Statement defines the company's business, its objectives and its approach to reach those objectives.



Focuses on Today.



Includes what it produces, whom it serves, how it serves them and what it stands for.



A statement that describes the starting point for the District.



Should be clear and concise.



Rooted in laws the District is bound by.



Should serve as the foundation of strategic goals, annual budget, and daily operations.

Vision Statement



A Vision Statement describes the desired future position of the company.



Paired with the Mission Statement, the Vision and Mission Statement serve as the bookends for developing strategic priorities.



Focuses on Tomorrow.



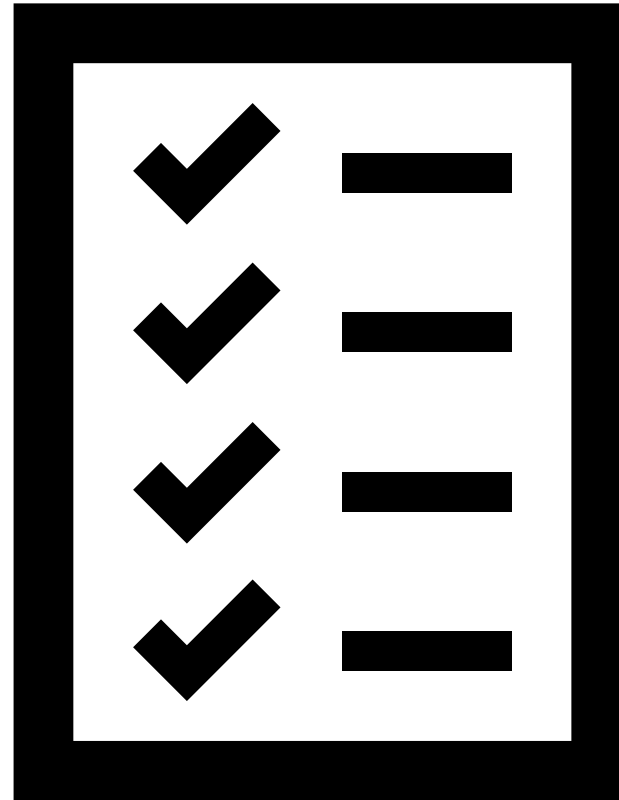
Can be Aspirational.



Invites Innovation.

Values

- ▶ Values are intended to be core beliefs and guiding principles that are adhered to no matter the strategy that is being implemented
- ▶ Ultimately be a litmus test for strategic priorities that are undertaken
- ▶ Priority alignment
- ▶ Internal to the organization



Strategic Priorities

- ▶ Areas of Agreed-upon Focus for the Implementation Period
- ▶ Utilized as a Basis for Determining What to Do
- ▶ Evaluate in Terms of Priority
- ▶ Should Lead the District to the Stated Vision
- ▶ Not Detailed Goals
- ▶ Specific and Serve the Greater Purpose of Moving the Organization Forward

Strategic Plan Logistics

- ▶ Stand Alone Document?
- ▶ Board Policy to Address?
- ▶ Incorporate Into Annual Budget Process?
- ▶ Revisit Annually, Biannually, Every 5 years??
- ▶ Measuring and Monitoring???



Current Strategic Position

(Hand Out)

Previous Strategic Planning Effort 2018 - 2020

December 1, 2018 - Community PFW Workshop #1

December 10, 2018 - Community PFW Workshop #2

September 3, 2019 - Strategic Planning Workshop #1

September 17, 2019 - Strategic Planning Workshop #2

December 9, 2019 - Strategic Planning Workshop #3

December 10, 2019 - Strategic Planning Workshop #4

March 5, 2020 - Strategic Planning Workshop #5

PFW Community Workshop Meeting #1

- ▶ On December 1, 2018, more than 70 people turned out to participate in the first of two community workshops.
- ▶ Organizations and individuals representing a diverse group of stakeholders including local elected officials, educators, ranchers, farmers, engineers, artists, scientists, civic-minded individuals, and other community members were present.
- ▶ Focus on creating a strategic vision for NID's water management
- ▶ Participants were sorted into six breakout groups to focus on gathering input around what is important to the community in regard to water resources

Themes from the 12/1/2018 meeting included:

- ▶ Increased watershed resource management with community involvement
- ▶ Protect local community (reservoir maintenance, forest management, local agriculture, recreation, energy and economic growth)
- ▶ Best practices for water conservation with education and incentives.
- ▶ Accurate data and accessible information for needs assessment, knowledge sharing and comprehensive resource planning
- ▶ Leadership, education and transparent public engagement in decision making to bridge gap between water manager and the community
- ▶ Ensure safe drinking water
- ▶ Sustainable water management with innovative water utilization and expansion to ensure a secure water future
- ▶ Fostering natural methods through ecological stewardship
- ▶ Address concerns over Centennial reservoir project
- ▶ Integrated management of surface and ground water

PFW Community Workshop Meeting #2

- ▶ On December 10, 2018, more than 45 people turned out to participate in the first of two community workshops
- ▶ Participants were sorted into four breakout groups to focus on gathering input around what is important to the community regarding water resources

Themes from the 12/10/2018 meeting included:

- ▶ Long-term, comprehensive water plan with local and regional planning for equable water sustainability
- ▶ Increased consumer education that leads to shared responsibility for resource management
- ▶ Baseline common understanding of water use coupled with transparent science and a data-driven process
- ▶ Increase surface and groundwater storage using a variety of storage and collection options (recycled water, dredging, rain collection, dams, dam raises)
- ▶ Programs and incentives for increased conservation including water rates
- ▶ Ample agriculture water supply that also promote efficiency and innovation in irrigation infrastructure
- ▶ Integrated collaborative watershed management for environmental health
- ▶ Protect Nevada and Placer County water rights
- ▶ Integrated collaborative watershed management for environmental health
- ▶ Environmentally friendly public use of water that preserves quality of life and recreation
- ▶ Fair rates that incentives water use priorities with NID accountability
- ▶ Upgrade and maintain delivery system for maximum efficiency
- ▶ Healthy drinking water
- ▶ Regional collaboration across stakeholder values

Strategic Planning BOD Workshop #'s 1 - 5

- I. Update and fine-tune NID's then-current Mission, Vision and Value Statements
- II. Review the Plan for Water public workshop results from December 1 and 10, 2018
- III. Review and create Mission-aligned District goals which are achievable, objective and accountable
- IV. Identify challenges of NID into the future



Mission, Vision, Values & Goals

2019 Strategic Planning Effort

(Not Adopted by NID)

▶ Mission Statement

- ▶ The District will provide a dependable, safe, sustainable and resilient water supply; while being good stewards of the watershed

▶ Vision Statement

- ▶ Promote healthy watersheds and reliable infrastructure that support our environment, treated and raw water customers, power reliability and recreation to sustain our quality of life; now and in the future

Mission, Vision, Values

From 2019 Strategic Planning Effort

▶ Value Statement

- ▶ **Safety** -Safety is integrated into our culture and is the first priority among all aspects of our work
- ▶ **Fiscal** - Operate the District Finances with strong fiscal responsibility and transparency to ensure that NID 's finances are spent on those activities that support the mission and vision of the District.
- ▶ **Resources** - NID values the maintenance of healthy watersheds achieved through the implementation of Best Management Practices in collaboration with our strategic partners

Mission, Vision, Values

From 2019 Strategic Planning Effort

▶ Value Statement (Continued)

- ▶ **Customers** - NID will maintain and foster a viable workforce through fair compensation packages and a stable work environment while making decisions that serve the best interests of District rate payers
- ▶ **Decision Making** - NID is dedicated to using the best available science to make informed management decisions. NID will engage and collaborate with the scientific community, for example universities and consultants, in our planning and project development actions and will share the expertise gained with the community
- ▶ **Transparency** - NID strives to inform and educate our community of our endeavors and activities with honesty and integrity

Strategic Goal 1

The continued health of the District is dependent upon the proactive management of our physical, natural, financial, and human resources

Action Items

- 1.1 Enhance and develop a recruitment and retention program
- 1.2 Develop a Capital Planning program to address reliability and Redundancy
- 1.3 Review criteria in which the District prioritizes projects

Strategic Goal 2

Actively seek collaborative and responsive relationships with our local and regional communities to conserve, protect and enhance District resources.

Action Items

- 2.1 Collaborate with our agriculture community to enhance fire protection, wildlife habitat, and food Security
- 2.2 Collaborate with land use planners in investigating water resource storage options
- 2.3 Engage with supportive partners to manage and enhancement our natural resources
- 2.4 Work with schools to expand the Community's resource and conservation awareness

Strategic Goal 3

Develop and manage our resources for local control of our community's most valuable assets

Action Items

- 3.1 Protect and defend the District's water rights
- 3.2 Expand funding for the Community Investment Program
- 3.3 Protect our environment and facilities by developing the necessary plans to protect and enhance them
- 3.4 Acquire assets that support or enhance the District's business lines
- 3.5 Ensure coordinated, consistent, and integrated planning documents

Strategic Goal 4

Integrate established practices and technologies that enhance efficiency and reliability throughout NID.

Action Items

- 4.1 Engage in innovations that develop best management practices
- 4.2 Reduce herbicide use to the extent possible
- 4.3 Develop necessary applications to allow viewing of SCADA and administrative applications from a centralized location
- 4.4 Continue to look for opportunities to enhance and support field operations
- 4.5 Develop and enhance a sustainable and resilient communication network for all operations of the District

Strategic Goal 5

Maintain a financially healthy District by having a sustainable and resilient budget.

Action Items

- 5.1 Develop a financial plan that will ensure a sustainable budget by 2025
- 5.2 Establish financial policies in support of development of a sustainable budget
- 5.3 Annual Year-End review and report, as well as the sustainability % to goal
- 5.4 Actively increase other revenue sources i.e., grants, timber, water sales, etc.

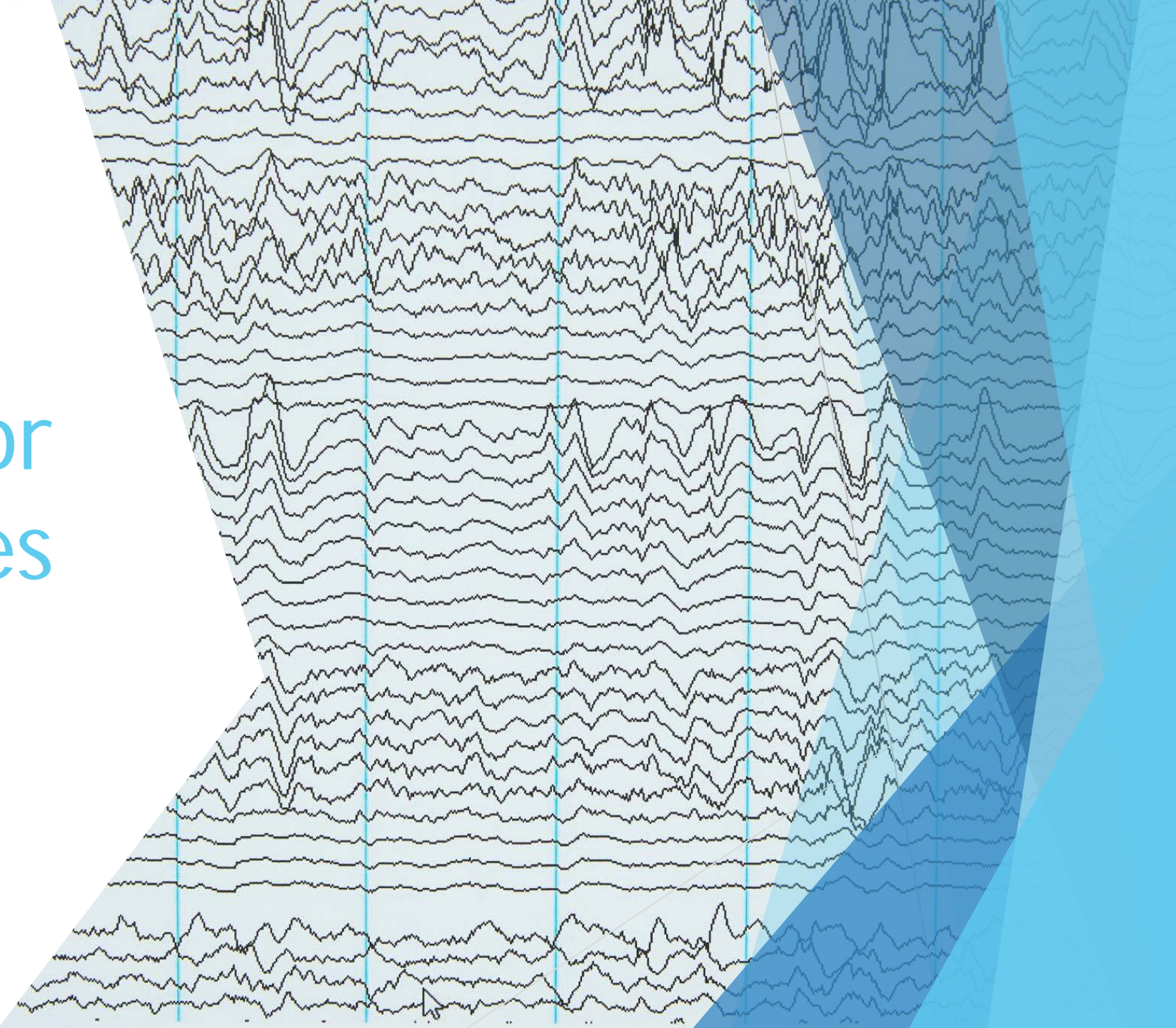
Strategic Goal 6

Improve and protect the District's water supply, ensuring sustainability and reliability, given the uncertainty of climate change.

Action Items

- 6.1 Obtain/utilize downscale global climate change model and apply to the District
- 6.2 Address the mandated allocations of water under the FERC relicensure 2013
- 6.3 Prioritize the safety and longevity of the District infrastructure
- 6.4 Achieve and surpass the state-mandated climate action plan targets

Current Major Initiatives



Strategic Plan Comparison

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Next Meeting

- ▶ District Metrics Comparison
- ▶ SWOT Presentations
- ▶ Survey Results

Closing

