

# Staff Report

**TO:** Board of Directors

**FROM:** Greg Jones, Assistant General Manager

**DATE:** August 23, 2022

**SUBJECT:** PFW Workshop - Review of Strategic Goals Progress

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## ***ADMINISTRATION***

### **RECOMMENDATION:**

Review and discuss NID's strategic goals progress.

### **BACKGROUND:**

NID is continuing on the Plan for Water (PFW) process, which includes a comprehensive review of available water supply and the long-term impact on varying water demands. Once complete, it is anticipated the PFW will consist of a suite of possible supply and demand management strategies to address a range of future conditions to ensure reliable water supplies.

This workshop will be an informational discussion on NID's strategic goals status from both the Districts' 2016 – 2018 Strategic Plan and from the 2019 update attempt.

The 2016 Strategic Plan included four District Goals:

- The continued health of the District is dependent upon the proactive management of our physical, financial, and human resources.
- Stewardship of District resources requires a collaborative and responsive relationship with our Local and Regional communities.
- Developing and managing our resources in a self-determining manner protects and provides for local control of our community's most valuable assets – a fairly priced and available water supply.
- We believe the integration of proven practices and technologies enhances efficiency and reliability throughout the District.

In late 2018 and early 2019, the District initiated an updated strategic planning process. However due in part to COVID-19 Pandemic, the update was not completed. The update attempt identified six updated and new District Goals:

- The continued health of the District is dependent upon the proactive management of our physical, natural, financial, and human resources.
- Actively seek collaborative and responsive relationships with our local and regional communities to conserve, protect and enhance District resources.
- Develop and manage our resources for local control of our community's most valuable assets.
- Integrate established practices and technologies that enhance efficiency and reliability throughout NID.
- Maintain a financially healthy District by having a sustainable and resilient budget.
- Improve and protect the District's water supply, ensuring sustainability and reliability, given the uncertainty of climate change.

Strategic goals are used as organization's measurable objectives. The District's goals and action items as detailed in Attachment A. The goals and actionable measurements to attain these stated goals are in large part ambiguous and difficult to measure in any quantifiable way. Staff has attempted to quantify the status of each goal and action item on a generic scale defined as:

- Not Started – No measurable start to the activity
- Partially Implemented – Started activity yet probability of delay
- Implemented – Activity is underway and ongoing
- Complete – Activity has successfully completed

The success of the PFW will be largely dependent on stakeholder involvement. This is an open forum workshop, and public engagement is encouraged.

**BUDGETARY IMPACT:**

None at this time

Attachments: (1)

- Attachment A: Strategic Goals Progress

**Plan For Water**  
**Attachment A: Strategic Goals Progress**

<b><i>Goal 1: 2016 - 2018 Strategic Plan</i></b>	<b><i>Status</i></b>
<b>The continued health of the District is dependent upon the proactive management of our physical, financial, and human resources</b>	<b>Implemented</b>
Develop succession planning	Not Started
Integrate climate change into District Planning	Implemented
Develop a Safety Program	Implemented
Improve financial systems	Implemented
Integrate Human Resources & Finance Department employee functions	Partially Implemented
Evaluate Seasonal employment	Complete
Employ Consistent Environmental Compliance	Implemented
Strengthen Capital Planning for Reliability and Redundancy	Implemented

<b><i>Goal 2: 2016 - 2018 Strategic Plan</i></b>	<b><i>Status</i></b>
<b>Stewardship of District resources requires a collaborative and responsive relationship with our Local and Regional community</b>	<b>Implemented</b>
<b><i>Action Items</i></b>	
Maintain/Develop Leadership roles in CABY Regional Water Management Group, Mountain Counties Water Resources Association, and Association of California Water Agencies	Partially Implemented
Develop Watershed Programs aligned with our service lines	Implemented
Coordinate with Local, Regional, State, and Federal governments	Implemented
Maintain and Expand our activities with local Stakeholder groups (Watersheds, Agriculture and Resource Agencies)	Implemented
Maintain California Special District Association's Transparency Certification	Partially Implemented
Update the Web platform to enhance user interface	Complete
Seek opportunities to interface with the community	Implemented

<b><i>Goal 3: 2016 - 2018 Strategic Plan</i></b>	<b><i>Status</i></b>
<b>Developing and managing our resources in a self-determining manner protects and provides for local control of our community's most valuable assets – a fairly priced and available water supply</b>	<b>Implemented</b>
<b><i>Action Items</i></b>	
Continue to strengthen the Community Investment Program	Partially Implemented
Maintain and strengthen reserves	Implemented
Acquire lands to protect our watersheds, facilities and the environment	Implemented
Acquire necessary PG&E assets	Partially Implemented
Develop consistent and integrated master planning documents	Implemented

<b><i>Goal 4: 2016 - 2018 Strategic Plan</i></b>	<b><i>Status</i></b>
<b>We believe the integration of proven practices and technologies enhances efficiency and reliability throughout the District</b>	<b>Partially Implemented</b>
<b><i>Action Items</i></b>	
Standardize software packages across business lines	Partially Implemented
Implement a new financial software package	Partially Implemented
Centralize operational real time reporting	Partially Implemented
Enhance field accountability	Implemented

<b><i>Goal 1: 2019 Update</i></b>	<b><i>Status</i></b>
<b>The continued health of the District is dependent upon the proactive management of our physical, natural, financial, and human resources</b>	<b>Implemented</b>
Enhance and develop a recruitment and retention program	Not Started
Develop a Capital Planning program to address reliability and redundancy	Implemented
Review criteria in which the District prioritizes projects	Implemented

<b><i>Goal 2: 2019 Update</i></b>	<b><i>Status</i></b>
<b>Actively seek collaborative and responsive relationships with our local and regional communities to conserve, protect and enhance District resources</b>	<b>Implemented</b>
<b><i>Action Items</i></b>	
Collaborate with our agriculture community to enhance fire protection, wildlife habitat, and food Security	Implemented
Collaborate with land use planners in investigating water resource storage options	Not Started
Engage with supportive partners to manage and enhancement our natural resources	Implemented
Work with schools to expand the Community's resource and conservation awareness	Partially Implemented

<b><i>Goal 3: 2019 Update</i></b>	<b><i>Status</i></b>
<b>Develop and manage our resources for local control of our community's most valuable assets</b>	<b>Implemented</b>
<b><i>Action Items</i></b>	
Protect and defend the District's water rights	Implemented
Expand funding for the Community Investment Program	Partially Implemented
Protect our environment and facilities by developing the necessary plans to protect and enhance them	Implemented
Acquire assets that support or enhance the District's business lines	Implemented
Ensure coordinated, consistent, and integrated planning documents	Implemented

<b><i>Goal 4: 2019 Update</i></b>	<b><i>Status</i></b>
<b>Integrate established practices and technologies that enhance efficiency and reliability throughout NID</b>	<b>Implemented</b>
<b><i>Action Items</i></b>	
Engage in innovations that develop best management practices	Implemented
Reduce herbicide use to the extent possible	Implemented
Develop necessary applications to allow viewing of SCADA and administrative applications from a centralized location	Implemented
Continue to look for opportunities to enhance and support field operations	Implemented
Develop and enhance a sustainable and resilient communication network for all operations of the District	Implemented

<b><i>Goal 5: 2019 Update</i></b>	<b><i>Status</i></b>
<b>Maintain a financially healthy District by having a sustainable and resilient budget</b>	<b>Partially Implemented</b>
<b><i>Action Items</i></b>	
Develop a financial plan that will ensure a sustainable budget by 2025	Not Started
Establish financial policies in support of development of a sustainable budget	Implemented
Annual Year-End review and report, as well as the sustainability % to goal	Not Started
Actively increase other revenue sources i.e., grants, timber, water sales, etc.	Implemented

<b><i>Goal 6: 2019 Update</i></b>	<b><i>Status</i></b>
<b>Improve and protect the District's water supply, ensuring sustainability and reliability, given the uncertainty of climate change</b>	<b>Partially Implemented</b>
<b><i>Action Items</i></b>	
Obtain/utilize downscale global climate change model and apply to the District	Not Started
Address the mandated allocations of water under the FERC relicensure 2013	Implemented
Prioritize the safety and longevity of the District infrastructure	Implemented
Achieve and surpass the state-mandated climate action plan targets	Not Started