

Staff Report

for the Board of Directors Meeting of January 8, 2020

TO: Board of Directors
FROM: Remleh Scherzinger SDA, MBA, P.E., General Manager
DATE: December 26, 2019
SUBJECT: 2020 Strategic Plan

ADMINISTRATION

RECOMMENDATION:

Review the 2020 Strategic Plan.

BACKGROUND:

The Strategic Plan was developed by the Board of Directors through a collaborative process between the Public and Staff during four public workshops that took place on September 3rd and 17th and on December 9th and 10th. Through this process, the Board reaffirmed the District's core mission, vision, and values and established six strategic goals to drive organizational alignment and priorities for the next five years.

BUDGETARY IMPACT:

None at this time.

RS

Attachments (4):

- 2020 Draft Strategic Plan
- Original Chart of Goals and Actions
- Redline Chart of Goals and Actions
- Revised Chart of Goals and Actions



FIVE YEAR STRATEGIC PLAN 2020

Nevada Irrigation District

Mission

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

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Introduction

For almost 100 years, Nevada Irrigation District (NID) has provided a reliable supply of high-quality water at a reasonable price to the communities of Nevada, Yuba, and Placer County. As the District prepares to enter the second century of service, NID needs to adapt to the changes in the world around it to ensure the continued reliability and high quality of your water service. In 2019, the NID Board of Directors (Board) undertook a Strategic Planning effort to step back, consider the big picture, discuss current challenges, and set the strategic direction for the future.

Adapting to change is not easy, and the path is not always clear. Although NID successfully weathered the recent historic drought, many uncertainties lie ahead: climate change, future environmental and water-quality regulations, urbanization, a changing workforce, and evolving technology. Through the strategic planning process, the Board delved into the most important current and future issues - the challenges and opportunities facing the District. This included taking inventory of where the District has been and where it needs to be in the future to meet its mission and continue to earn the trust and respect of the communities it serves. The District has examined all aspects of its work, including the areas of water supply, water quality, cost-effectiveness, staffing resources, financial stability and resiliency, emergency preparedness and response, and community outreach and engagement.

The Strategic Plan was developed through a collaborative process with the Public and Staff and approved by the Board of Directors on XXXX.. Through this process, the Board reaffirmed NID's core mission, vision and values establishing six strategic goals to drive organizational alignment and priorities for the next five years. This Five-Year Strategic Plan was developed to communicate and track the District's strategic goals and objectives, as well as the activities being undertaken to achieve them.

**EXCERPT OF THE AUGUST 15, 1921 MINUTES, BOARD OF SUPERVISORS OF
NEVADA COUNTY, CALIFORNIA, ORDERING, AND DECLARING ORGANIZED
THE NEVADA IRRIGATION DISTRICT**

...The Board then proceeded with the canvas of the Irrigation District Election returns and upon the completion of said canvas declared the following tabulated statement to be a full, true and correct exhibit thereof, showing the votes polled for and against said irrigation Dist. and for the several candidates for office thereof.

WHEREAS, pursuant to an order of this Board, made and entered on the 11th day of July 1921, there was held on Thursday, the 4th day of August 1921, within the territory described in said order, an election to determine whether or not said territory should be organized into an irrigation district under the provisions of the California Irrigation District Act, and

WHEREAS, satisfactory proof has been presented to this Board that due and proper notice of said election was published as required in said order for at least three weeks previous to said election in the Morning Union, a newspaper published within the County of Nevada, State of California, in which said County the petition for the organization of said district was presented, and in which all of the lands embraced within said proposed district were and are situated, and

WHEREAS, this Board did meet on this second Monday succeeding such election and did proceed to canvas the votes cast thereat, and,

WHEREAS, upon such canvas, it appears and this Board now finds that 636 of the votes cast are "Irrigation District – Yes", and that 168 of the votes cast are "Irrigation District - No", and

WHEREAS, upon said canvass, it appears and this Board now finds, that at least two-thirds of all the votes cast are "Irrigation District – Yes",

NOW THEREFORE, It is Ordered that the territory described in the said order of this Board, be and the same is hereby declared organized as an irrigation district under the provisions of the California Irrigation District Act, and under the name heretofore by this board designated, to-wit:

NEVADA IRRIGATION DISTRICT,

the said territory being all of those certain bodies or parcels of land designated in the said order calling said election and the boundaries of said districts being defined and established as follows,

Description of District and Division Boundaries were listed

WHEREAS, it also appears from the canvass of the votes cast at said election, and this Board now finds, that votes were cast for various persons to fill the offices of said proposed districts as follows, to-wit:

For Assessor, E.C. Morgan, 615 votes
For Tax Collector, W.G. Robson, 587 votes
For Treasurer, Herbert J Nile, 567 votes
For Director, First Division, Willis Green, 105 votes
For Director, First Division, Rolfe Buffington, 60 votes
For Director, Second Division, Wm. G. Ullrich, 205 votes
For Director, Second Division, E.A. Bolster, 102 votes
For Director, Third Division, M.B. Church, 67 votes
For Director, Fourth Division, Guy Robinson, 47 votes
For Director, Fifth Division, Theodore Schwartz, 70 votes
For Director, Fifth Division, Luther DuBois, 47 votes

WHEREAS, it appears from such canvass and this Board now finds that the said E.C. Morgan received the highest number of votes as said election for Assessor. That said W.G. Morgan received the highest number of votes at said election for Tax Collector. That said Herber J Nile received the highest number of votes at said election for Treasurer, and that Willis Green, William G Ullrich, M.B. Church, Guy Robson, and Theodore Swartz, did each receive the highest number of votes at said election for director in the said respective division.

NOW THEREFORE, it is ordered that this board declare and it does hereby declare, E.C. Morgan duly elected Assessor of said NEVADA IRRIGATION DISTRICT, W.G. Robson duly elected Tax Collector of said District; Herbert J Nile duly elected Treasurer of said District, Willis Green Duly elected director of said district for the first division thereof; Wm. G Ullrich duly elected director of said district for the second division thereof, M.B. Church duly elected director of said district for the third division thereof, Guy Robson duly elected director of said district for the fourth division thereof, and Theodore Swartz duly elected director of said district for the fifth division thereof; and

It is further ordered that the Clerk of this Board be, and hereby is, authorized and directed to cause a copy of this order, duly certified, to be immediately filed for record in the office of the County Recorder of said County of Nevada, and enter this order in full upon the minutes of this meeting of this Board.

Upon the motion of Supervisor Joe Frank, seconded by Supervisor Dave Rowe, the foregoing resolution and order is passed this 15th day of August 1921.

Ayes: Supervisors: Joe Frank, Dave Rowe, C.R. McLillan, E.B. Dudley and R.A. Eddy

Noes: None

Absent: None

Attest: Chairman of the Board, R.A. Eddy

REPUBLICAN

Statement of All Votes Polled at the IRRIGATION DIST. ELECTION

ELECTION PRECINCTS	Irrig. Dist.	Assessor	Treasurer	Director 1st Div.	Director 2nd Div.	Director 3rd D.	Director 4th D.	Director 5th D.						
Nevada City No. 1														
Nevada City No. 2														
Nevada City No. 3														
Nevada City No. 4														
Gold Flat	54	22	55	57	57	15	44	78						
Indian Flat	33	1	32	31	31	17	16	34						
Selby Flat	46	4	39	39	39	17	28	51						
Willow Valley	21	12	20	19	19	11	13	33						
Grass Valley No. 1														
Grass Valley No. 2														
Grass Valley No. 3														
Grass Valley No. 4														
Grass Valley No. 5														
Grass Valley No. 6														
Grass Valley No. 7														
Allison Ranch	11	10	11	10	10	6	4	21						
Buena Vista	63	2	62	61	50	12	57	71						
Cottage Hill	44	4	43	41	38		43	48						
Empire	57	23	48	47	48	31	32	81						
Forest Springs	23	10	25	23	24	9	20	34						
Hills Flat	127	16	109	97	92	44	92	145						
Washington														
Eureka														
Moore's Flat														
Columbia Hill														
North Bloomfield														
Cherokee														
French Corral														
North San Juan														
Anthony House	22	16	32	24	19			5 33 41						
Indian Springs	38	2	33	34	35		34	41						
Pleasant Ridge	24	12	30	30	27	24		37						
Rough and Ready	66	11	63	62	65			42 37 79						
Spenceville	7	23	13	12	13		13	31						
Truckee No. 1														
Truckee No. 2														
Boea														
Floriston														
Overton														
Lowell Hill														
You Bet														
NEVADA COUNTY TOTALS	636	168	615	587	567	60	101	102	205	67	47	47	70	825

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.

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 – Maintain healthy watersheds through the implementation of Best Management Practices in collaboration with our strategic partners.

Customers – Make decisions that serve the best interests of District ratepayers.

Employees - Maintain and foster a viable workforce through fair compensation packages and a stable work environment.

Decision Making – Use the best available science to make informed management decisions. Engage collaboratively with staff, the scientific community, agricultural community, and the informed lay communities that we serve. Use generally accepted business practices in our planning and project development actions.

Transparency – Inform, educate, listen to and collaborate with our communities in our endeavors and activities with honesty and integrity.

2020 Strategic Goals

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

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 the District.

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 which support the 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, and aggregate sales

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 re-licensure 2013
- 6.3 Prioritize the safety and longevity of the District infrastructure
- 6.4 Achieve and surpass the state-mandated climate action plan targets

Resources and Costs

Implementation of this Plan over the next five years will require dedication, focus, and the investment of staff time and resources. Most of the initiatives included in the Plan have already been accounted for in the District's existing budgeting and financial planning processes. Additionally, existing staff resources will be used to manage and plan for the strategic goals.

Capital investments that will take place as part of this Plan (and beyond) are documented in the District's 5-year Capital Investment Plan (CIP), which is reviewed and approved annually by the District's Board of Directors. The costs for all CIP projects are included in the District's Adopted Budget each year. For some strategic initiatives, outside resources will be needed to provide specialized expertise or services; many of these resources are already included in existing, planned capital or operating budgets as well.

For initiatives where specific costs and resource requirements have not yet been fully identified or set aside, those costs will be incorporated into the appropriate budgets and plans as they are further refined.

As implementation of this Plan occurs over the next five years, the District will be making a shift in budgeting and financial reporting practices toward alignment with the strategic goals by 2021. Detailed information about the District's projects and expenses, including the initiatives included in this Plan, can be found in the District's current Adopted Budget document. To access this document and all of NID's financial information, please visit www.nidwater.com.

ORIGINAL CHART OF GOALS AND ACTIONS

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

- Enhance succession planning
- Develop a recruitment and retention program
- Capital planning for reliability and redundancy

Strategic Goal 2

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

Action Items

- Develop a Watershed Assessment of natural resources within the District
- Develop resource maintenance plans for District resources
- Collaborate with our agriculture community to enhance fire protection, wildlife habitat, and food security
- Collaborate with land-use planners in investigating water resource storage options
- Engage with supportive partners to manage and enhancement our natural resources
- Work with schools Community's and conservation

Strategic Goal 3

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

Action Items

- Protect and defend the District's water rights
- Continue the Community Investment Program
- Protect our environment and facilities developing the necessary plans to protect and enhance them
- Acquire assets that support or enhance the District's business lines
- Ensure coordinated, consistent, and integrated planning documents

Strategic Goal 4

Integrate established practices and technologies that enhance efficiency and reliability throughout the District.

Action Items

- Engage in innovations that develop best management practices
- Reduce herbicide use to the extent possible
- Develop necessary applications to allow the integration of SCADA and administrative applications from a centralized location
- Continue to enhance field operations
- 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

- Set a time for a sustainable budget to a 5-year period
- Set up a mechanism for a measurement and correction period, 6 & 12 months, use a 10% threshold as a benchmark
- If 10%+, use revenue / expense leverages
- Annual Year-End review and report, as well as the sustainability % to goal
- Remain flexible in property tax revenue spending
- Define Board Reserve Policies
- Actively increase other revenue sources i.e., grants, timber, water sales, and aggregate sales
- Review criteria in which the District prioritizes projects

Strategic Goal 6

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

Action Items

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

REDLINED CHART OF GOALS AND ACTIONS

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

- Enhance ~~succession planning~~ and develop a recruitment and retention program
- ~~Develop a recruitment and retention program~~
- Develop a Capital Planning program to address ~~for~~ reliability and redundancy
- 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

- Collaborate with our agriculture community to enhance fire protection, wildlife habitat, and food security
- ~~Develop a Watershed Assessment of natural resources within the District~~
- ~~Develop resource maintenance plans for District resources~~
- Collaborate with land-use planners in investigating water resource storage options
- Engage with supportive partners to manage and enhance ~~ment~~ our natural resources
- Work with schools ~~and re-establish~~ to expand the ~~NID's~~ Community's Ambassador Program resource and conservation awareness

Strategic Goal 3

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

Action Items

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

Strategic Goal 4

Integrate established practices and technologies that enhance efficiency and reliability throughout the District.

Action Items

- Engage in innovations that develop best management practices
- Reduce herbicide use to the extent possible
- Develop necessary applications to allow ~~the~~ integration viewing of SCADA and administrative software applications from a centralized location
- Continue ~~to look for~~ opportunities to enhance and support field operations
- 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

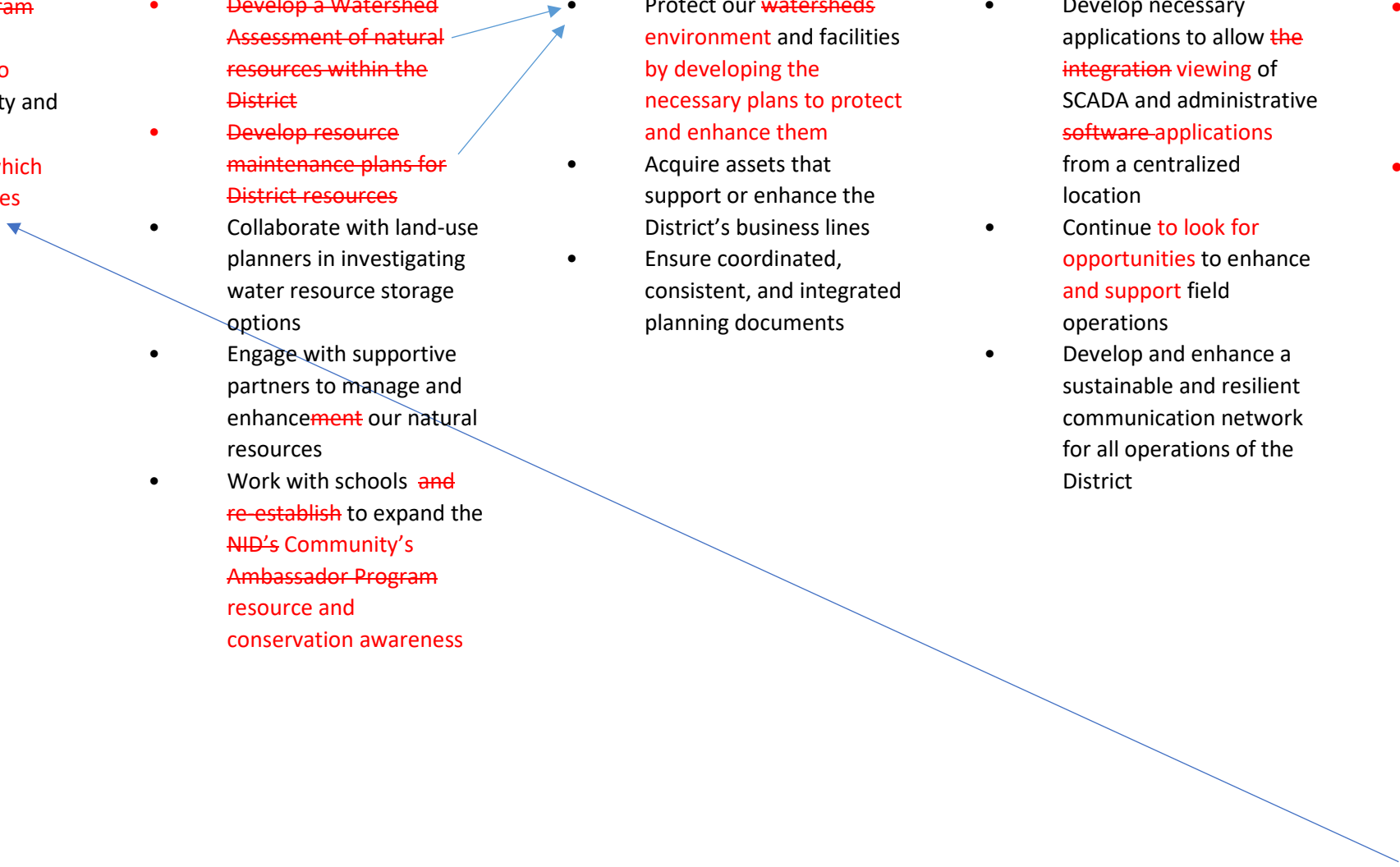
- ~~Set a time for~~ Develop a financial plan that will ensure a sustainable budget ~~by 2025 to a 5-year period~~
- ~~Set up a mechanism for a measurement and correction period, 6 & 12 months, use a 10%+ threshold as a benchmark if 10%+. Use revenue/expense leverages mechanism to correct~~
- ~~Define Board Reserve Policies~~ Establish financial policies which support the development of a sustainable budget
- Annual Year-End review and report and our sustainability % to goal
- ~~Remain flexible in property tax revenue spending~~
- Actively increase other revenue sources i.e., grants, timber, ~~other assets,~~ water sales, and aggregate sales
- ~~Explore out of District water sales~~
- ~~Review criteria in which the District prioritizes projects~~

Strategic Goal 6

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

Action Items

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



REVISED CHART OF GOALS AND ACTIONS

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 enhance 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 the District.

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 which support the 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, and aggregate sales

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 re-licensure 2013
- 6.3** Prioritize the safety and longevity of the District infrastructure
- 6.4** Achieve and surpass the state-mandated climate action plan targets