

*Mendocino County Russian River Flood Control  
& Water Conservation Improvement District*

**STAFF REPORT**

To: Board of Trustees  
From: E. Salomone, General Manager  
Meeting: Monday, September 12, 2022  
RE: Agenda Item 8: Strategic Planning

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Background

The District's current Strategic Plan was last revised and adopted in 2019.

On July 18, 2022, the District held a Special Meeting to conduct a workshop to update the current Strategic Plan led by Scott Ormerod of LEAP Solutions.

On August 8, 2022, the Board reviewed the draft Strategic Plan, provided feedback, and directed GM to present the Update for final approval on September 12, 2022.

Discussion

The Board is invited to review and provide further feedback on the Draft Strategic Plan.

Recommendation:

Move to approve the 2023-2025 Strategic Plan Update with direction to GM Salomone to begin immediate implementation.

Attachment:

- Strategic Plan Update 2023-2025

# The Mendocino Russian River Flood Control & Water Conservation Improvement District 2023 – 2025 STRATEGIC PLAN

## Mission Statement

*The District's mission is to steward water resources  
for the benefit of people and environment.*

## Vision Statement

*Our vision is to ensure available, reliable, and resilient water resources.*

## Values

Values serve as guiding principles for the District as it invests time and energy to meet the Mission and Vision over the next three years.

<b>Advocacy</b>	We support and raise awareness of water resource issues.
<b>Knowledge</b>	We apply the insight and expertise required to steward water resources.
<b>Trust</b>	We are a consistent and reliable resource.
<b>Inclusivity</b>	We elevate equitable access to opportunities and resources.
<b>Transparency</b>	We practice and encourage open communication and engagement.

## Annual Action Plan

The strategic plan will have a corresponding annual action plan adopted by the Board each year to allocate resources and budget to achieve the goals and objectives and address the highest priority issues in furtherance of the strategic plan.

## Summary of Priorities:

### **Priority 1: Security**

Ensure reliable, resilient, and available sources of water.

### **Priority 2: Collaboration**

Work with partners to achieve aligned goals for a common benefit.

### **Priority 3: Advocacy**

Influence outreach, education, funding, regulation, and legislation in support of equitable water resource stewardship.

### **Priority 4: Use**

Ensure effective and beneficial use of water as a public resource.

### **Priority 5: Administration**

Foster sustainable leadership and management of agency resources.

# The Mendocino Russian River Flood Control & Water Conservation Improvement District 2023 – 2025 STRATEGIC PLAN

## Summary of Goals:

### Priority 1: Security

Ensure reliable, resilient, and available sources of water.

Goal 1: Improved river and reservoir operations.

Goal 2: Fair and reliable inter-basin transfers from the Eel River.

Goal 3: Expanded water sources.

Goal 4: Increased storage capacity.

### Priority 2: Collaboration

Work with partners to achieve aligned goals for a common benefit.

Goal 1: Trusted relationships with community partners for regional water security.

Goal 2: Improved diversity, equity, and inclusion in the stewardship of water resources.

Goal 3: Expanded relationships with non-traditional partners and stakeholders in pursuit of enhanced Environmental Stewardship.

### Priority 3: Advocacy

Influence outreach, education, funding, regulation, and legislation in support of equitable water resource stewardship.

Goal 1: Improved public awareness and understanding of the importance of water issues.

Goal 2: State and Federal governmental policy and funding support for the region.

### Priority 4: Use

Ensure effective and beneficial use of water as a public resource.

Goal 1: Maximum beneficial use of water under District water right license.

Goal 2: Strategic use of water by customers.

### Priority 5: Administration

Foster sustainable leadership and management of agency resources.

Goal 1: Capable and high quality executive leadership.

Goal 2: Engaged, diverse, and knowledgeable Board leadership.

Goal 3: Effective systems and human resources to execute the strategic plan.

Goal 4: Sound and sustainable management of District finances.

# The Mendocino Russian River Flood Control & Water Conservation Improvement District 2023 – 2025 STRATEGIC PLAN

## Priority 1: Security

Ensure reliable, resilient, and available sources of water.

### Goal 1: Improved river and reservoir operations.

Tactics:	<p>1.1: Monitor, support, &amp; remain educated on Atmospheric River research and Forecast Informed Reservoir Operations.</p> <p>1.2: Implement and improve upon the MOU<sup>1</sup> with Sonoma Water concerning Lake Mendocino Storage Planning and Russian River Management.</p> <p>1.3: Support Sonoma Water in updating Environmental Impact Review (EIR.)</p> <p>1.4: Encourage Voluntary Water Sharing Program to grow and adapt.</p>
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Performance Metrics:	<ul style="list-style-type: none"> <li>○ Conduct educational item on FIRO<sup>2</sup> update. (Dec 2022)</li> <li>○ Coordinate with Sonoma Water on data sharing platform development to inform TUCPs<sup>3</sup> and updated EIR. (Sept 2022)</li> <li>○ Be a leader in Voluntary Sharing Program Steering Committee to improve demand management, data collection, and enhanced communication. (May 2023)</li> </ul>
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### Goal 2: Fair and reliable inter-basin transfers from the Eel River.

Tactics:	<p>1.1: Take an active role in creating a governance structure to own and operate inter-basin transfer.</p> <p>1.2: Listen to and consider Eel River interests in continued transfer operations.</p>
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Performance Metrics:	<ul style="list-style-type: none"> <li>○ Engage with stakeholders and consultants in the formation of Russian River Water Users Forum. (March 2023)</li> <li>○ Reaffirm participation in PG&amp;E Drought Working Group. (Sept 2022)</li> </ul>
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### Goal 3: Expanded water sources.

Tactics:	<p>1.1: Secure State-Filed Applications 12919 and 12920 water rights.</p> <p>1.2: Use Water Availability Analysis to inform application for additional surplus water.</p>
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Performance Metrics:	<ul style="list-style-type: none"> <li>○ Comply with AHO<sup>4</sup> timeline through the Status Conference process. (Dec 2022)</li> <li>○ Finalize Water Availability Analysis and evaluate next steps. (Jan 2023)</li> </ul>
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### Goal 4: Increased storage capacity.

Tactics:	<p>1.1: Support increased storage capacity at Lake Mendocino.</p> <p>1.2: Pilot an underground storage project with interested District customers.</p>
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Performance Metrics:	<ul style="list-style-type: none"> <li>○ Formulate an approach to support increased storage at Lake Mendocino, including raising Coyote Valley Dam (Dec 2022)</li> <li>○ Conduct customer outreach and engagement on underground storage. (Oct 2022)</li> <li>○ Develop a work plan and timeline for underground storage project. (Nov 2022)</li> </ul>
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<sup>1</sup> MOU: Memorandum of Agreement

<sup>2</sup> FIRO: Forecast Informed Reservoir Operations

<sup>3</sup> TUCP: Temporary Urgency Change petition

<sup>4</sup> AHO: (State Water Board's) Administrative Hearing Office

# The Mendocino Russian River Flood Control & Water Conservation Improvement District 2023 – 2025 STRATEGIC PLAN

## Priority 2: Collaboration

Work with partners to achieve aligned goals for a common benefit.

### Goal 1: Trusted relationships with community partners for regional water security.

Tactics:	1.1: Hold a leadership role in regional collaboration and representation. 1.2: Strengthen partnership with Sonoma Water to advance shared goals. 1.3: Use positions within GSA <sup>5</sup> and IWPC <sup>6</sup> to seek financial resources for improved water supply reliability.
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Performance Metrics:	<ul style="list-style-type: none"> <li>○ Work with Sonoma Water, Russian River stakeholders, &amp; consultants to create a Russian River Users Forum. (March 2023)</li> <li>○ Meet with Sonoma Water leadership to discuss strategic plan priorities. (Dec 2022)</li> <li>○ Support GSA efforts to obtain funding for multi-benefit projects to achieve sustainability under SGMA. (June 2023)</li> <li>○ Support efforts of IWPC in creating a unified voice on local water issues. (ongoing)</li> </ul>
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### Goal 2: Improved diversity, equity, and inclusion in the stewardship of water resources.

Tactics:	1.1: Develop strategies for effectively reaching and meaningfully engaging with Native American Tribes and other diverse groups of people through open communications and active listening. 1.2: Incorporate equity actions throughout the organization.
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Performance Metrics:	<ul style="list-style-type: none"> <li>○ Initiate a GSA Tribal Communications &amp; Engagement working group. (Oct 2022)</li> <li>○ Conduct at least one training to further open communications and active listening. (April 2023)</li> <li>○ Utilize the State Water Board’s racial equity resources to develop an Equity Action Plan. (Mar 2023)</li> </ul>
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### Goal 3: Expanded relationships with non-traditional partners and stakeholders in pursuit of enhanced Environmental Stewardship.

Tactics:	1.1: Support cost-effective, multi-benefit sustainability programs and actions to support coequal goals.
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Performance Metrics:	<ul style="list-style-type: none"> <li>○ Initiate discussions with NGOs<sup>7</sup> to identify shared priorities. (Oct 2022)</li> <li>○ Conduct information agenda item on Environmental Stewardship. (Feb 2023)</li> </ul>
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<sup>5</sup> GSA: Groundwater Sustainability Agency

<sup>6</sup> IWPC: Inland Water & Power Commission

<sup>7</sup> NGO: Non-Governmental Organization

# The Mendocino Russian River Flood Control & Water Conservation Improvement District 2023 – 2025 STRATEGIC PLAN

## Priority 3: Advocacy

Influence outreach, education, funding, regulation, and legislation in support of equitable water resource stewardship.

### Goal 1: Improved public awareness and understanding of the importance of water issues.

Tactics:	<ul style="list-style-type: none"> <li>1.1: Support outreach &amp; education efforts of regional partners.</li> <li>1.2: Serve as a trusted resource for the public and media.</li> <li>1.3: Identify opportunities to enhance District’s direct outreach &amp; education efforts.</li> </ul>
Performance Metrics:	<ul style="list-style-type: none"> <li>○ Participate in the RRWA<sup>8</sup> Drought Campaign Subcommittee. (Monthly, 2022-23)</li> <li>○ Collaborate with Tribes on community outreach and education. (Ongoing)</li> <li>○ Incorporate available educational tools and information in weekly Water Supply Updates. (Weekly, 2022-23)</li> <li>○ Expand &amp; translate resources available on District website. (April 2023)</li> </ul>

### Goal 2: State and Federal governmental policy and funding support for the region.

Tactics:	<ul style="list-style-type: none"> <li>1.1: Utilize our identity and reputation to build collaborative relationships and improve awareness of regional issues with local, State, and Federal legislative representatives and agencies.</li> <li>1.2: Remain active in ACWA<sup>9</sup> leadership to support State and Federal policy, funding, and development in climate change adaptation and water resource security.</li> <li>1.3: Be a regional leader and representative in implementation of the Governor’s Water Resilience Portfolio.</li> </ul>
Performance Metrics:	<ul style="list-style-type: none"> <li>○ Meet with key representatives to communicate District priorities. (Feb 2022)</li> <li>○ Attend and present at ACWA Conferences, Committee Forums, &amp; Regional events. (Dec 2022)</li> <li>○ Identify implementable actions from State Water Board Climate Change resources and Water Resilience Portfolio. (June 2023)</li> </ul>

<sup>8</sup> RRWA: Russian River Watershed Association

<sup>9</sup> ACWA: Association of California Water Agencies

# The Mendocino Russian River Flood Control & Water Conservation Improvement District 2023 – 2025 STRATEGIC PLAN

## Priority 4: Use

Ensure effective and beneficial use of water as a public resource.

### Goal 1: Maximum beneficial use of water under District water right license.

Tactics:	1.1: Prepare a change petition on District license to improve beneficial use. 1.2: Consider boundary changes to coincide with next LAFCo <sup>10</sup> MSR/SOI <sup>11</sup> update.
Performance Metrics:	<ul style="list-style-type: none"> <li>○ Prepare workplan &amp; timeline for change petition w/Legal Counsel. (Oct 2022)</li> <li>○ Meet with LAFCo regarding next MSR/SOI update. (Oct 2022)</li> <li>○ Prepare comprehensive list of requests for change petition. (Dec 2022)</li> </ul>

### Goal 2: Strategic use of water by customers.

Tactics:	2.1: Develop an incentive program to adjust time and usage of water during low demand periods.
Performance Metrics:	<ul style="list-style-type: none"> <li>○ Meet with agricultural representatives. (Oct 2023)</li> <li>○ Develop timeline for implementation. (Nov 2023)</li> </ul>

<sup>10</sup> LAFCo: Local Agency Formation Commission

<sup>11</sup> MSR/SOI: Municipal Service Review / Sphere of Influence



# The Mendocino Russian River Flood Control & Water Conservation Improvement District 2023 – 2025 STRATEGIC PLAN

## Priority 5: Administration

Foster sustainable leadership and management of agency resources.

### Goal 1: Capable and high quality executive leadership.

Tactics:	1.1: Provide support and incentive to retain our General Manager. 1.2: Develop a succession plan for General Manager.
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Performance Metrics:	<ul style="list-style-type: none"> <li>○ Update performance evaluation process. (Nov 2022)</li> <li>○ Identify key elements of a succession plan and preliminary timeline. (Feb 2023)</li> </ul>
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### Goal 2: Engaged, diverse, and knowledgeable Board leadership.

Tactics:	2.1: Provide education in governance and the water industry. 2.2: Enrich on-Boarding for new Board members. 2.3: Develop up and coming leaders for Board succession.
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Performance Metrics:	<ul style="list-style-type: none"> <li>○ Conduct at least one Board training in person annually. (March 2023)</li> <li>○ Update On-Boarding Program. (Dec 2022)</li> <li>○ Explore opportunities for Associate and Jr Associate Board Members. (Mar 2023)</li> </ul>
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### Goal 3: Effective systems and human resources to execute the strategic plan.

2022/23 Tactics:	3.1: Promote a diverse, equitable, and inclusive environment across the organization. 3.2: Improve capital asset management. 3.3: Engage consultant services to support operations. 3.4: Improve transparency, accountability, and consistency across the District.
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Performance Metrics:	<ul style="list-style-type: none"> <li>○ Identify methods to enhance diverse and inclusive communications. (Nov 2022)</li> <li>○ Implement an operational plan for meter maintenance. (March 2023)</li> <li>○ Identify additional consultant services needed. (Oct 2022)</li> <li>○ Update Board Policies and reaffirm annually. (Dec 2022/annually)</li> </ul>
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### Goal 4: Sound and sustainable management of District finances.

2022/23 Tactics:	4.1: Optimize use of District resources. 4.2: Incorporate long-term financial planning.
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Performance Metrics:	<ul style="list-style-type: none"> <li>○ Assess alignment of current financial resources with new strategic plan goals. (Oct 2022)</li> <li>○ Consider a 3-5 year rolling rate structure. (Jan 2023)</li> <li>○ Develop a budget to accomplish strategic plan goals. (June 2023)</li> <li>○ Work with District Bookkeeper and Auditor to improve financial policies &amp; procedures. (August 2023)</li> </ul>
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