



STAFF REPORT

Meeting Type: Board of Directors
Title: Strategic Plan Development
From: Adriane Mertens, Communications & Public Affairs Manager
Through: Ben Horenstein, General Manager
Meeting Date: January 9, 2023

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TYPE OF ACTION: Action X Information Review and Refer

RECOMMENDATION: Receive an update on the development of objectives for the Organizational Excellence goal that is part of the District’s five-year strategic plan under development

SUMMARY: Continuing with its five-year strategic planning process, staff and the District’s consultant will present draft objectives for another goal of the plan, the Organizational Excellence goal: “Support and sustain an innovative organization that lives by its values, leads by example, delivers valued benefits for its customers, and is regarded as an employer of choice.”

DISCUSSION: The District is currently engaged in the development of a strategic plan to lay out the goals and objectives the organization intends to accomplish over the next five-year period, FY 2025 – FY 2030. To help with guiding development of the strategic plan, the District has contracted with The Catalyst Group, Inc.

At a Board of Directors Meeting on September 19, 2023, The Catalyst Group led the Board through evaluation of the District’s vision, mission and values statements, which will set the framework for a new Strategic Plan. During the meeting, the Board provided further input into the development of the vision, mission and values statements, which will continue to be refined to be included with the adoption of the new strategic plan.

At a Board of Directors Meeting on October 24, 2023, The Catalyst Group provided potential draft strategic plan goals developed based on prior input from the Board and staff. The Board provided input on the plan goals, which describe the outcomes the District will work toward achieving to fulfill its mission.

The goals have been divided into five major focus areas:

- 1) Reliable water supply
- 2) Resilient Water System
- 3) Watershed Stewardship
- 4) Fiscal Responsibility
- 5) Organizational Excellence

The current step of the strategic plan development process involves refining the goal statements and identifying specific objectives for each of the five goal areas. The objectives describe the District's strategic initiatives and measures that will be critical to the organizational strategy for achieving each goal. Each of the five draft goal areas are being presented over a series of board meetings. The watershed stewardship-focused goal was presented at a Board of Directors Meeting on November 27, 2023. The reliable water supply and fiscal responsibility goals were presented at a Board of Directors Meeting on December 5, 2023, and the resilient water system goal was presented at a Board of Directors Meeting on December 19. The organizational excellence goal will be presented next, followed by a review of the full draft strategic plan.

During the presentation, members of The Catalyst Group will provide a brief update on the strategic planning process to date, and the Communications Manager will present the draft goal statement and associated objectives for goal area number five, organizational excellence.

ENVIRONMENTAL REVIEW: Not applicable.

FISCAL IMPACT: None.

ATTACHMENT(S):

1. Draft Strategic Plan Goal 5 – Organizational Excellence