

# Staff Report

**TO:** Board of Directors

**FROM:** Jennifer Hanson, General Manager

**DATE:** February 8, 2023

**SUBJECT:** Operational Initiatives

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## ***ADMINISTRATION***

### **RECOMMENDATION:**

Provide input on updated Operational Initiatives Matrix.

### **BACKGROUND:**

The attached matrix is utilized to track operational initiatives that are planned or underway that are considered non-routine work. The matrix is presented to the Board from time-to-time to receive input and to ensure operational initiatives are aligned with the Board's strategic priorities.

### **FINDINGS AND ANALYSIS:**

The current matrix is not reflective of the strategic planning that was recently completed as part of the Plan for Water Process. Once the Board approves the District's strategic priorities and related goals, the initiative matrix will require review and update.

### **FISCAL IMPACT:**

Review of the matrix in itself does not create a fiscal impact. However, it should be noted that each of the items do require resources to complete. Resources for all activities are considered during the annual budget process.

Attachments: (1)

- Matrix

High Priority
Medium Priority
Low Priority

Current Major Initiatives			
Department	Issue	Initiatives	Comments
General Administration	Voluntary Agreements	Currently working with state agencies on VA options. Participate in statewide working groups and monitoring of regulatory actions.	State requested modelling to be complete 2/2/23. Then will submit to state.
General Administration	Yuba River Salmon Reintroduction	Participate in regulatory led salmon reintroduction in the Yuba River	Ongoing working group participation.
General Administration	State Filed Water Right Application	Resolving protests on state filed water right application.	Underway.
General Administration	Wildfire Emergency Action Planning	Develop standardized planning, mitigation, and continuity of operations tool in the event of catastrophic wildfire.	In progress. Planned draft release Q2 2023
General Administration	Retention Policy	Require retention policy update.	In progress. Draft complete. Requires internal staff review prior to presentation to the Board.
Human Resources	Comprehensive Personnel Policy Update	Need to update all personnel policies to reflect law and regulation changes, updated practices and to reflect inconsistencies between MOUs and policies.	In process. Complete by First quarter 2024.
Human Resources	Staff Alignment	Continue to evaluate staffing needs for each department and update job descriptions.	Work in progress. Will be addressed during annual budget process.
Human Resources	MOU Bargaining	Three union contract expire at the end of 2023.	Bargaining initiated.
Human Resources	Salary Survey	MOUs require salary survey update.	RFP to be issued first quarter 2023. Work required to be complete by June 15
Finance	Finance Systems and Processes Improvement Initiatives	Completely revamp finance department policies, procedures and practices. Primary goal is to close periods and reconcile all accounts on a routine basis.	In progress. Very time consuming.
Finance	Grants Management Policy	Create Grants Management Policy to improve management of grants applications, revenues, and reporting.	Not yet started. Planned Implementation in 2023.
Finance	Closing Policy	Policy to ensure timely completion of accurate financials.	Not yet started. Planned Implementation in 2023.
Finance	Cost Allocation Study	A simple cost allocation study was completed for the 2022 budget. Recommend completing a more thorough cost allocation prior to completion of new rate study.	RFP to be issued in 1st quarter 2023.
Finance/Operations	Water Rate Study	Require update to water rates.	Requested updated scope of work from consultants. Begin work week of 1/30/2023.
Finance/Engineering	Connection Fee Study	Need to update connection fees for new connections.	RFP process complete and work on the effort has been initiated.
Finance	ERP (Central Square Upgrade)	Upgrade to cloud based Centrals Square.	Go live date is 2/21/2022.
Finance	ERP (Tyler Upgrade)	Upgrade to Tyler ERP.	Project paused until 2024.
Finance	Banking and Cash	Develop Bank Reconciliation Processes and Restructure Cash Accounting	Bank reconciliation process is complete need to restructure cash accounting.
Finance	Reserve Policy	Review Reserve Policy and Revise as Needed	Need to Consider Operational Cash Flow Requirements, Risk, and Capital
Finance	Budget Policy	Policy to govern annual budget development Process	Not started.
Finance	PERS UAL/OPEB	Need to develop payoff strategy.	Update OPEB Actuarial Valuation is underway.

Current Major Initiatives			
Department	Issue	Initiative	Comments
Operations	Water Rights Reporting	Enhance water rights tracking and reporting system.	Underway. Requires data migration and updated tracking systems.

Current Major Initiatives			
Department	Issue	Initiative	Comments
Maintenance	Vegetation Control	Alternative vegetation control management analysis.	Underway. Will provide update to Board third quarter 2023.
Maintenance	Centralize Fleet	Centralize fleet services to increase efficiencies.	Ongoing.

High Priority
Medium Priority
Low Priority

Current Major Initiatives			
Department	Issue	Initiative	Comments
Hydro	FERC Relicensing	Acquire new FERC license.	In process. Working on additional information requests and coordinating on South Yuba temperature issue.
Hydro	South Yuba Canal Transfer	Acquisition from PG&E	In progress. Currently in dispute resolution with PG&E.
Hydro	Business Cost Analysis	Need to complete comprehensive hydro cost analysis.	Underway. Interdependent on Finance overhaul.
Hydro/Ops/Maint	CMMS	New work order system.	Implementation of Sedaru is on pause.

Current Major Initiatives			
Department	Issue	Initiative	Comments
Engineering	PFW	Long term planning initiative to determine future water supply needs.	Underway. Very time consuming.
Engineering	CIP Process	New CIP process completed. Need to work toward Master Planning and 5-year CIP.	Master planning dependent on Plan for Water outcomes.
Engineering	Design Standards Update	Require comprehensive update to design standards and specifications.	In progress.

Current Major Initiatives			
Department	Issue	Initiatives	Comments
Recreation	Cash Handling	Audit finding.	Implementation initiated 2022 camping season. Require future adjustment to refine.
Recreation	Revenue Analysis	Complete business and revenue analysis for optimization of business.	Need to initiate.