



# IMPERIAL IRRIGATION DISTRICT

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GENERAL MANAGER'S OFFICE • P.O. BOX 937 • IMPERIAL, CA 92251

## **Imperial Irrigation District 2008 Strategic Plan**

**Adopted  
September 23, 2008**

**Revised  
November 17, 2009**

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WEB SITE: [www.iid.com](http://www.iid.com)

# **IID Board/Management Operating Norms**

- (1) Building a culture of transparency depends on establishing a foundation of trust.
- (2) No employee, section or department is an island at IID.
- (3) We will only be regarded as credible outside the organization when we are seen as believable within it.
- (4) We cannot lose as a public agency if we are serving the public good.
- (5) Information has no value to the organization unless it is accurate and communicated to others (if it isn't shared, it doesn't exist).

## **Upgraded Mission**

The Imperial Irrigation District is a fiscally responsible public agency whose mission it is to provide reliable, efficient and affordably priced water and energy service to the communities it serves.

## **Upgraded Vision**

The Imperial Irrigation District will protect its water rights and energy balancing authority, deliver the highest level of customer service and maintain system reliability for the sustained benefit of the regional economy, the environment and the communities it serves in a fiscally responsible manner.

## **STRATEGIC OBJECTIVE: (A)**

### Implement Comprehensive Financial Strategy

#### 1. **Rationale** (Why should the IID focus on this objective in the near term?):

Need to be positioned between a volatile operating environment and the "customer" that requires the values of predictability, price stability and reliable service. This balance requires financial objectives that maintain access to credit markets at low costs to fund the resource plans, fuel/energy supply strategies, as well as infrastructure replacement and service capacity expansion strategies.

#### 2. **Goal** (What needs to be achieved by when? How will we measure success/progress?)

1. **Maintain existing ratings and achieve "Stable or Positive Outlook"** investment grade ratings from the three rating agency services on current and future financings through well-defined and achievable business strategy, competitive rates, consistently strong financial performance and continuous improvement of district-wide financial management practices:
  - a. **Implement a Debt Management Policy** with overall long-term approach in borrowing at the lowest possible interest cost, developing appropriate capital structure.
  - b. **Implement a Financial Reserve Policy** to improve liquid financial reserves (working capital, operating reserves) and creation of separate reserves such as (a) rate stabilization reserve; (b) contingency reserves.
  - c. **Enhance Cash Management/Investment Policy/Practices** through upgrade of cash management system infrastructure and acquiring the services of investment advisers.
  - d. **Balance Capital Investment and Financing** by establishing a target debt/equity ratio (net worth) that provides investors and customers financial security in IID management decisions and strategic business plans.
  - e. **Implement and maintain industry standard Financial Management Policies/Practices** through the establishment, implementation and monitoring of sound FM practices; leveraging financial management, reporting systems and tools; continuous financial management training across all cost centers and improved controls and accountability monitoring.

#### 3. **Resource needs** (Who is the likely "owner" of this objective? Who else needs to be involved? What is a ballpark estimate of costs that will need to be made to achieve this objective?)

The Finance Unit is the sponsor of these goals (initiatives) and the owners are the senior management team. The debt management policy and financial reserves policy should be no added cost to IID, since these policies are financing cost-saving measures. The cash management/investment policy implementation cost would be more than offset by increased returns on investment of IID unrestricted and restricted cash.

#### 4. Possible hurdles

1. Business units to make process improvements and achieve operating efficiencies to meet pre-established spending targets for capital and O&M;
2. Balancing the transmission capital spending to meet the demand for transmission services and insulate IID customers from potential rate support for these projects;
3. Establishing cash reserves in a period of an increasing cost environment, significant increases in fuel/energy supply and pressure to maintain competitive rates.

#### 5. Target Activities

- A-1 Identify financial metrics;
  - a. Establish board-approved, specific financial targets for debt coverage, cash reserves, cash balances, investment portfolio guidelines and capital spending and investment ratios.
  - b. Establish board approved financial measurements and reporting tools to track and identify status and progress toward financial targets, including but not limited to: specific reports and frequency of reports, trigger points/indicators that identify/dictate specific financial actions, and definition of specific actions to be taken at specified trigger points.
- A-2 Develop, communicate and implement required financial management policies to achieve approved financial metrics, including but not limited to:
  - c. Debt management policy
  - d. Financial reserve policy
  - e. Cash management/investment policy
  - f. Capitalization funding and investment policy
  - g. Risk management policy
- A-3 Develop and implement prioritization methodology for long-term capital and O&M spending plans.
  - h. Create prioritization methodology standards
  - i. Communicate/educate prioritization methodology across district
  - j. Incorporate capital and O&M spend plans into budget and other forecast systems.
  - k. Develop and implement district-wide budget management measurement and reporting system.

- A-4 Leverage/improve utilization of existing financial resources (systems and personnel)
  - l. Automation of budgeting process and budget reporting systems
  - m. Automation of invoicing and payment systems
  - n. Integration of payroll and cost accounting systems
  - o. Improved (accurate and timely) reporting of required financial information
  - p. Develop and implement continuous financial education requirements and training programs for all cost center managers and all internal Finance Department personnel.
- A-5 Develop, communicate and implement an enterprise risk management strategy
  - q. Define enterprise risk management objectives
  - r. Validate enterprise risk management objectives
  - s. Develop enterprise risk management policies
  - t. Validate enterprise risk management policies
  - u. Hire/train resources on enterprise risk management
  - v. Develop monitoring and reporting methodologies
- A-6 Develop a comprehensive and coordinated strategy for real estate assets
  - w. Utilize all district-owned real estate assets to their greatest advantage.
  - x. Assess any potential regulatory obstacles or political issues that could impede decision-making.
  - y. Seek input from other departments in reaching a consensus position.

## **STRATEGIC OBJECTIVE: (B)**

### *Develop Integrated Water Resources Plan*

1. **Rationale** (Why should the IID focus on this objective in the near term?):

An IWRP will assist IID in planning for and meeting future water resource needs and demands by acting as a road map for the strategic management of these resources. This roadmap will address such issues as:

- A. Additional water supply options for future long-term water supply augmentation
- B. Demand management
- C. Determination and prioritization of uses and classes of services provided (agricultural, industrial, municipal, recreation, environmental, drainage, treated, etc.)

2. **Goal** (What needs to be achieved by when? How will we measure success/progress?)

- A. Completion of IWRP by end of 2009
- B. Adoption/selection of recommendations outlined in the IWRP, 1<sup>st</sup> Qtr 2010
- C. Implementation of IWRP mid-year 2010

3. **Resource needs** (Who is the likely "owner" of this objective? Who else needs to be involved? What is a ballpark estimate of costs that will need to be made to achieve this objective?)

Ultimately the Water Department is responsible under the direction of the general manager and the board for the development and implementation of the IWRP. As programs are implemented, appropriate staffing levels will need to be addressed. The estimated costs for the IWRP will range from \$750,000 to \$1,500,000 (includes consultant fees and staff time).

4. **Possible hurdles**

- A. Financing
- B. Local agency cooperation
- C. Legal challenges
- D. Environmental issues
- E. Timeline
- F. Undetermined/unknown future water use requirements/demands

## 5. Target Activities

B-1 Develop scope of work for IWRP

B-2 Development of IWRP

- Select consultant
- Award the contract
- Review of draft document
- Final draft

B-3 Board prioritization of IWRP alternatives

- Risk analysis

B-4 Implementation

- Design of alternatives
- Funding
- Management
- Environmental

## **STRATEGIC OBJECTIVE: (C)**

Develop a comprehensive Energy Integrated Resources Plan (IRP)

### **1. Rationale** (Why should the IID focus on this objective in the near term?):

A comprehensive IRP will assist the IID Energy Department in making informed decisions oriented toward the strategic development and maintenance of generation, transmission, distribution, and purchased energy. Those decisions should incorporate the availability of water resources, mitigate environmental and regulatory impacts as required by federal, state and local regulations and ensure the reliability of service to our customers. A plan that incorporates all of these areas will help assure competitive rates for our customers.

### **2. Goal** (What needs to be achieved by when? How will we measure success/progress?) These goals can be measured and evaluated annually.

1. Identify future resource and power supply requirements needed to meet future load and termination agreements
2. Stable and competitive rates – rate comparisons and budget-to-actual comparisons
3. Improve system reliability in an economic manner
  - a. Reduce and manage duration of outages
  - b. Increase generation availability
  - c. Maintain CPS-1, CPS-2 and DCS standards within NERC and WECC standards
4. Meet environmental and regulatory requirements
  - a. NERC/WECC self-audits for compliance
  - b. Reduce emissions to 1990 levels by 2020
  - c. Adhere to CPUC GO 165 – self-audit
  - d. Meet CEC/WECC resource adequacy requirements
5. Meet renewable portfolio standard requirements – meet 20% target by 2010
6. Develop load-shaping strategies to reduce peaking requirements.

### **3. Resource needs** (Who is the likely "owner" of this objective? Who else needs to be involved? What is a ballpark estimate of costs that will need to be made to achieve this objective?)

#### **Energy Department (Owner)**

Supply & Trading  
Generation  
Transmission  
Distribution  
System Operations  
Regulatory Compliance  
Demand Side Management

### **Other Needed Resources**

Water Department  
Finance Department  
Consultants

Cost estimate: \$400,000, which includes both internal resources and consultants

### **4. Possible hurdles**

1. Board and management buy-in and support
2. Federal and state mandates
3. Public perception and approval of project sites and/or routing and cost
4. Project funding
5. Adequate skilled/technical/professional resources
6. Market price instability

### **5. Target Activities**

- C-1 Forecast and validate future load requirements
  - a. Identify comprehensive IRP components
    - i. Environmental and regulatory requirements and measure IID status
    - ii. Opportunity to leverage regional and other strategic partnerships
    - iii. Value of continuing balancing authority status
    - iv. Additional/other assets
      - 1. Generation
      - 2. Transmission
      - 3. Distribution
      - 4. Other contractual resources
  - b. Issue comprehensive RFP
  - c. Evaluate proposals
- C-2 Optimize current and future generation, transmission and distribution system assets to achieve strategic goals
  - d. Internal
  - e. External
- C-3 Enhance demand side programs
  - f. Benchmark load curve
  - g. Implement appropriate rate structures with effective pricing signals
  - h. Attract new customers that help shape load curve – benchmark load curves and compare ongoing load curves periodically
  - i. Enhance energy conservation programs – energy audits/PV installations/weatherization/customer awareness campaigns -measure projected energy consumption reduction
- C-4 Update cost of service and rate studies

C-5 Formulate communication plan utilizing such tools as the energy balance sheet  
j. Internal  
k. External

C-6 Incorporate Risk Management  
l. Review/update risk management policy  
m. Educate/train staff on risk management  
n. Develop schedule for monitoring and reporting policy adherence

**STRATEGIC OBJECTIVE: (D)**

Develop comprehensive infrastructure plans.

1. **Rationale** (Why should the IID focus on this objective in the near term?):

Electric utilities are a capital-intensive industry; urbanization and contractual water conservation activities also demand increases in capital investment; IID facilities are geographically dispersed, with many of them past their useful life. In order to adequately maintain the facilities, provide reliable service to existing and new customers and have stable rates, we need to carefully plan, prioritize and fund all capital and maintenance improvements. A comprehensive infrastructure plan will assist in the endeavor.

2. **Goal** (What needs to be achieved by when? How will we measure success/progress?) One year

1. Establish a comprehensive planned maintenance program and capital replacement cycles and expansion of system assets
2. Review and update funding plan for scheduled maintenance program, cyclical replacement and expansion of system assets
3. Comply with COP bond covenants and mandatory inspection and repair requirements
4. Prioritize projects and allocate resources accordingly

3. **Resource needs** (Who is the likely "owner" of this objective? Who else needs to be involved? What is a ballpark estimate of costs that will need to be made to achieve this objective?)

Primary owners:  
Energy Department  
Water Department  
Facilities Management  
Finance Department (this support service should be secondary owner)

Secondary owners:  
Real Estate  
Environmental  
Portfolio Management  
Information Technology

Energy cost estimate: \$1 - 2 million, which includes both internal resources and consultants for asset program and plans.  
\$12 - 22 million yearly for maintenance plan  
\$80 - 200 million for yearly capital replacement (estimate includes only replacement and upgrades and not new capital requirements identified in IRP)

Water cost estimate: \$1- 3 million (excluding funded projects), which includes both internal resources and consultants for asset program and plans.

\$27- 30 million yearly for maintenance plan

\$7 - 20 million for yearly capital replacement (estimate includes only replacement and upgrades and not new capital requirements identified in IRP)

Facilities- \$80 million to complete entire facilities master plan inclusive of a new HQ, modifications to the existing yard, LQ upgrades/expansion, southend water facility.

Communication systems \$1 - 2 million annually

IT systems upgrades –estimated at \$3 - 4 million annually for major systems (staged i.e. 1 major system per year) SAP, EMS, GIS, SCADA, etc.

#### 4. Possible hurdles

1. Competition for funds – internal
2. Availability of resources
3. Resistance to adequately fund improvements and expansion
4. Lack of funding due to market and ability to pay debt service
5. Political and organizational instability
6. Changing nature of service due to regulation, environmental and economic and market changes

#### 5. Target Activities

- D-1 Develop and implement a comprehensive assets inventory management system(s) (Water, Energy, other, combined)
  - o Establish asset definitions and valuation criteria using industry standards life expectancy
  - o Populate asset inventory through fieldwork, existing databases, physical inspections, etc
  - o Develop methodology for future inclusion/exclusion and deletion of assets
  - o Develop asset reporting requirements (report types and frequencies)
- D-2 Develop and implement asset life-cycle management policies/practices
  - o Review classification of assets
  - o Document life expectancy of assets using industry standards
  - o Identify schedule and cost for asset maintenance
  - o Plan for required resources (personnel, funding and incorporate risk analysis)
- D-3 Develop and implement integration plan for future assets
  - o Utilize IRPs as basis for future asset creation
  - o Develop methodology for integration of new assets
  - o Review and update cost of service and rate studies

D-4 Coordinate departments' asset management

- Water
- Energy
- Centralized Services

D-5 Formulate communication plan

- Internal
- External

**STRATEGIC OBJECTIVE: (E)**

Develop a resource management methodology for managing and coordinating resources, human, equipment and financial to support the strategic plan implementation.

1. **Rationale** (Why should the IID focus on this objective in the near term?):

- 1. Water and Energy departments face extraordinary external pressures to remain competitive and service changing needs of the region
  - 2. Agricultural community under increasing economic and regulatory pressures
  - 3. Competition for water in region is driving legal costs
  - 4. Water transfer projects
  - 5. Energy infrastructure under strain due to age and growth
  - 6. Regulatory compliance for both Water and Energy
  - 7. State renewable energy requirements affecting generation and transmission and water
  - 8. Continued need to leverage resources efficiently and effectively
- The plan needs to be requirement-based and forward-looking, with sufficient visibility to plan resources for short-term, near-term and future budget and work requirement.

2. **Goal** (What needs to be achieved by when? How will we measure success/progress?)

- Create a singular view of the enterprise, aligning resources with a portfolio view of objectives to efficiently and effectively deliver the promise of the mission.
- This requires work in three key areas:
- 1. Develop an integrated internal resource plan (human and workflow systems)
  - 2. Alignment of projects and resources
  - 3. Monitoring organizational alignment to strategy through the implementation of balanced scorecard.

3. **Resource needs** (Who is the likely "owner" of this objective? Who else needs to be involved? What is a ballpark estimate of costs that will need to be made to achieve this objective?)

- 1. The manager of each department is the owner of the capital, maintenance and customer work requirements.
- 2. The manager of each department is the owner of the business case development for all capital projects. (consultants may be required to perform/train sensitivity analysis – business case development) (business case consulting could range between \$100 thousand - 2 million) (estimate for in-house software and training cost between \$15 – 100 thousand)
- 3. The general manager to own balanced scorecard implementation. (price could range from \$100 thousand to 4 million, depending on sophistication of the tool sets)

#### 4. Possible hurdles

1. Completing organizational training in a timely manner:
  - Resource planning
  - Project/portfolio management
  - Balanced scorecard
2. Clarification and alignment of the right key performance indicators.
3. Choice of automated tool sets, cost of tool sets, implementation timing of tool sets.

#### 5. Target Activities

- E-1 Develop an integrated internal resource plan (human and equipment)
- Identify a capital project plan for each department that spans a minimum of three years.
  - Establish annual maintenance plans with resource requirements.
  - Plan, resource and schedule all capital projects for upcoming year.
  - Plan, resource and schedule all customer service projects.
  - Develop methodology for continuous resource planning and measurement.
  - Select specific tools for continuous resource planning and measurement.
  - Develop and implement resource planning and measurement training.
  - Implementation of planning and measurement tool sets.
- E-2 Increase efficiencies through alignment of projects and resources
- Develop business cases for all capital projects measuring ROI, IRR, accumulated cash flows, payback and NTV.
  - Develop business rules for project prioritization and selection process.
  - Implement project prioritization and selection process
  - Distribute available dollars to priority-selected projects
- E-3 Align organization to strategy through the implementation of balanced scorecard
- Determine key performance indicators for each department and level of the organization and weight: (financial, internal business, customer, employees, etc.)
  - Determine measurement methodology and set business standards for transferring data for balanced scorecard
  - Implement programs, projects, and initiatives and measure progress

## **STRATEGIC OBJECTIVE: (F)**

***Attract, retain and continually develop a qualified and effective workforce.***

### **1. Rationale** (Why should the IID focus on this objective in the near term?):

The IID needs to evaluate and improve several human resources approaches such as: performance management to align employees to the strategic plan, compensation/reward systems, training and development, employee communications, and recruiting to attract and retain right-fit employees and move the culture of the organization in the desired direction. This objective also responds to feedback received from employee survey.

### **2. Goal** (What needs to be achieved by when? How will we measure success/progress?)

- A. Ensure appropriate and competitive compensation and benefits structures and re-establish internal equity among current classifications (in process)
- B. Review and refine performance management system
- C. Review and refine training and development processes (to include succession planning and leadership development)
- D. Establish useful employee feedback processes and effective communications

### **3. Resource needs** (Who is the likely "owner" of this objective? Who else needs to be involved? What is a ballpark estimate of costs that will need to be made to achieve this objective?)

The Human Resources Department is responsible under the direction of the general manager and the board for the review and refinement of the various systems and structures related to this objective; however, input and sustained effort will be required of all levels of leadership. This is an organization-wide endeavor. The cost is estimated to be \$250,000 - 500,000 for consulting assistance as needed to develop and implement best-in-class human resources management practices.

### **4. Possible hurdles**

- A. Requires commitment of all levels of leadership
- B. Meet and confer issues
- C. Change management
- D. Consistent, coordinated effort over extended period of time

### **5. Target Activities**

- F-1 Define desired organizational culture
- F-2 Identify, prioritize, review and improve key human resources processes/programs (performance management, orientation, performance measurement appraisal, reward and recognition, training and development, succession planning, recruitment, exit interviews, etc.)
- F-3 Develop useful employee feedback and communication mechanisms.

**STRATEGIC OBJECTIVE: (G)**  
***Comprehensive Communication Strategy***

1. **Rationale** (Why should the IID focus on this objective in the near term?):

One of the chief concerns cited by employees in the recently completed 2009 survey was that objectives of the strategic plan have not been adequately communicated, either corporately or through middle management, to the IID work force. In response, we are consolidating the communications and government affairs sections into a single public affairs department. These sections will act as a unified whole, internally and externally.

Concrete steps that have been taken since the survey results were finalized are: the News Update electronic publication has been revived so that IID employees learn of board actions and initiatives from the district rather than the newspaper. The quarterly "WE" magazine introduced in the fall of last year will concentrate its editorial focus on strategic objectives, including their planned implementation and the underlying board rationale for their adoption.

In the internal newsletter, Currents, that accompanies employee paychecks every two weeks, we are slugging each story having to do with strategic plan implementation with an identifying icon that explicitly lists the applicable objective dealt with in the article. We are doing the same with the printed agenda for all IID board meetings.

Finally, with the upcoming rollout of the integrated water resource management plan, we have an opportunity to establish parallel paths that, between both functions, ought to produce consensus through an issues-management approach

2. **Goal** (What needs to be achieved by when? How will we measure success/progress?)

- A. Finalize consolidation of communications and government affairs functions
- B. Increase IID's profile in the communities we serve
- C. Revamped Internet site
- D. New Intranet site
- E. Alignment of legislative support contractors/regulatory policy communication
- F. Communication matrix

3. **Resource needs** (Who is the likely "owner" of this objective? Who else needs to be involved? What is a ballpark estimate of costs that will need to be made to achieve this objective?)

The assistant to the general manager will lead this effort, in coordination with the government affairs and communications sections.

The costs associated with this objective are included in the yearly approved budget.

#### 4. **Possible hurdles**

- A. Alignment of key functions under one area of responsibility
- B. Change of ownership of various communication activities/partnership relationships
- C. Availability of resources

#### 5. **Target Activities**

- G-1 Create communication metrics and evaluation/improvement mechanisms
- G-2 Develop communication matrix
- G-3 Consolidate legislative support
- G-4 Implement new Web site and Intranet functions

**Imperial Irrigation District  
Target Activities  
Matrix Adopted 9/23/08  
Revised 11/17/09**

	<b>Target Activity</b>	<b>Resources Needed</b>	<b>Estimated Completion</b>	<b>Owner</b>	<b>Board Adviser</b>
A-1	Identify financial metrics	CFO, department controllers, general manager, board	October 2009	Finance Department	James Hanks
A-2	Develop, communicate, implement required financial management policies	CFO, department controllers	October 2009	Finance Department	James Hanks
A-3	Develop and implement prioritization methodology for long term capital/O&M spending plans	Water manager, energy manager, general manager, CAO, CFO, department controllers, PMO	March 2010	Finance Department	James Hanks
A-4	Leverage/improve utilization of existing financial resources (systems and personnel)	CFO IT business area application support team supervisor  Potentially additional outside SAP consultants	December 2010	Finance Department	James Hanks
A-5	Develop communicate and implement Enterprise Risk Strategy	CFO, human resources manager, legal counsel, outside utility risk strategy consultant	December 2009	Finance Department	James Hanks

**Imperial Irrigation District  
Target Activities Matrix  
Adopted 9/23/08  
Revised 11/17/09**

A-6	Develop a comprehensive and coordinated strategy for real estate assets	Department heads	To be determined	Administrative Services	James Hanks
B-1	Develop scope of work for IWRP	Water department administrative staff and purchasing	August 2008	Water Department	John Pierre Menvielle
B-2	Development of IWRP (select consultant, award contract, review of document, final draft)	Water department administrative staff, purchasing and PMO	September 2009	Water Department	John Pierre Menvielle
B-3	Board prioritization of IWRP alternatives (risk analysis)	Water department administrative staff, board of directors, legal, finance and management staff	To be determined	Water Department	John Pierre Menvielle
B-4	Implement IWRP (design of alternatives, funding, management, environmental)	Water department staff (all sections), legal, environmental, general services, finance, PMO, and real estate	To be determined	Water Department	John Pierre Menvielle

**Imperial Irrigation District  
Target Activities Matrix  
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C-1	Forecast and validate load requirements	Internal staff: \$400,000 (4,000 MH)  Consultants: \$1,000,000	May 2009	Energy Department	Mike Abatti/ Stella Mendoza
C-2	Optimize generation, transmission, distribution system assets		October 2009	Energy Department	Mike Abatti/ Stella Mendoza
C-3	Enhance demand-side programs	Internal staff : \$100,000 (1,800 MH)  Consultants: \$200,000	March 2010	Energy Department	Mike Abatti/ Stella Mendoza
C-4	Update cost-of-service rate studies	Internal staff : \$200,000 (2,500 MH)  Consultants: \$100,000	June 2009	Finance Department	Mike Abatti/ Stella Mendoza
C-5	Formulate energy communication plan for stakeholders	Internal staff :\$60,000	To be determined	To be determined	Mike Abatti/ Stella Mendoza
C-6	Incorporate Risk Management into Energy Plan	Internal staff :\$150,000 (1,800 MH)  Consultant : \$100,000	December 2008	Energy Department	Mike Abatti/ Stella Mendoza

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D-1	Develop/implement assets inventory management system(s)	Water manager, energy manager, CAO, department controllers, department assistant managers as assigned.  3,000 MH \$200,000 - \$300,000	June 2009	Energy Department, Water Department & Administrative Services	Menvielle – Generation/ T&D  Abatti – Water  Sanchez – Centralized Services
D-2	Develop/implement asset life cycle management policies/practices	Water manager, energy manager, CAO, department controllers, Finance asset resources, outside subject matter expert consultant.  3,000 MH \$200,000 - \$300,000 internal costs  \$300,000 - \$500,000 consultants	June 2009	Energy Department, Water Department & Administrative Services	Menvielle – Generation/ T&D  Abatti – Water  Sanchez – Centralized Services

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D-3	Develop/implement integration plan for future assets	Water manager, energy manager, CAO, CFO, PMO  3,000 MH \$200,000 - \$300,000 internal costs	August 2009	Energy Department, Water Department & Administrative Services	Menvielle – Generation/ T&D  Abatti – Water  Sanchez – Centralized Services
D-4	Develop coordination of departments' asset management	Water manager, energy manager, CAO, CFO, PMO, finance department asset resources  1500 MH \$150,000 internal costs	August 2009	Energy Department, Water Department & Administrative Services	Menvielle – Generation/ T&D  Abatti – Water  Sanchez – Centralized Services
D-5	Develop/implement asset management communication plan	Water manager, energy manager, CAO, CFO, PMO, communications  500 MH \$50,000 internal costs	To be determined	Energy Department, Water Department & Administrative Services	Menvielle – Generation/ T&D  Abatti – Water  Sanchez – Centralized Services

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E-1	Develop integrated resource	Admin & support/CIO, water, energy, PMO	December 2009	Administrative Services	Stella Mendoza
E-2	Increase efficiency by aligning projects/resources	PMO, admin & support, finance, water & energy planning, IT	September 2010	Administrative Services	Stella Mendoza
E-3	Align organization to strategy	Board and executive staff	December 2010	Administrative Services	Stella Mendoza
F-1	Define desired organizational culture	Energy manager, water manager, CAO, CFO, human resources manager, assistant managers, employee input	January 2009	Human Resources	Stella Mendoza

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F-2	Identify, prioritize, evaluate, improve key human resources processes/programs	Energy manager, water manager, CAO, CFO, human resources manager, assistant managers, employee input, potentially subject matter consultants.	November 2009	Human Resources	Stella Mendoza
F-3	Develop employee feedback/communications mechanisms	Human resources manager, communications, IT personnel	July 2009	Human Resources	Stella Mendoza
G-1	Create communication metric and evaluation/improvement mechanisms		To be determined	Community Relations	James Hanks
G-2	Develop communication matrix		To be determined	Community Relations	James Hanks
G-3	Consolidate legislative support		To be determined	Community Relations	James Hanks
G-4	Implement new Web site and intranet functions		To be determined	Community Relations	James Hanks

# Imperial Irrigation District Strategic Plan Target Activities Priority Tiers/Board Advisers

Adopted 9/23/08  
Revised 11/17/09

**Tier 1**

**Tier 2**

**Tier 3**

**A. FINANCIAL STRATEGY**

**Objective Owner: Greg Broeking      Board Adviser: Hanks**

<p>A-1: Identify financial metrics <b>Responsible person: Greg Broeking</b></p>	<p>A-3: Develop and implement prioritization methodology for long term capital/O&amp;M spending plans <b>Responsible person: Greg Broeking</b></p>	<p>A-6: Develop a comprehensive and coordinated strategy for real estate assets <b>Responsible person: Mike Campbell</b></p>
<p>A-2: Develop, communicate, implement required financial management policies <b>Responsible person: Greg Broeking</b></p>	<p>A-4: Leverage/improve utilization of existing financial resources (systems and personnel) <b>Responsible person: Greg Broeking</b></p>	
	<p>A-5: Develop communicate and implement Enterprise Risk Strategy <b>Responsible person: Greg Broeking</b></p>	

**B. INTEGRATED WATER RESOURCES PLAN**

**Objective Owner: Mike King      Board Adviser: Menvielle**

<p>B-1: Develop scope of work for IWRP <b>Responsible person: Mike King</b></p>	<p>B-3: Board prioritization of IWRP alternatives (risk analysis) <b>Responsible person: Tina Shields</b></p>	<p>B-4: Implement IWRP (design of alternatives, funding, management, environmental) <b>Responsible person: Tina Shields</b></p>
<p>B-2: Development of IWRP (select consultant, award contract, review of document, final draft) <b>Responsible person: Mike King</b></p>		

**C. INTEGRATED ENERGY RESOURCES PLAN**

**Objective Owner: Ed Aghjayan      Board Adviser: Abatti/Mendoza**

<p>C-1: Forecast and validate future load requirements <b>Responsible person: Dave Kolk</b></p>	<p>C-3: Enhance demand-side programs <b>Responsible person: Dave Kolk</b></p>	<p>C-5: Formulate energy communicate on plan</p>
<p>C-2: Optimize generation, transmission, distribution system assets <b>Responsible person: Ed Aghjayan/Dave Kolk</b></p>		

**C. INTEGRATED ENERGY RESOURCES PLAN (continued)****Objective Owner: Ed Aghjayan      Board Adviser: Abatti/Mendoza**

C-6: Incorporate Risk Management into Energy Plan Responsible person: Dave Kolk		
C-4: Update cost-of-service and rate studies Responsible person: Greg Broeking		

**D. COMPREHENSIVE INFRASTRUCTURE PLAN – Energy (Generation)****Objective Owner: Ed Aghjayan      Board Adviser: Menvielle**

D-1A: Develop/implement assets inventory management system(s) Responsible Person: Henryk Olstowski	D-2A: Develop/implement asset life cycle management policies/practices Responsible Person: Henryk Olstowski	D-3A: Develop/implement integration plan for future assets Responsible person: Henryk Olstowski
		D-4A: Develop coordination of departments' asset management Responsible person: Henryk Olstowski
		D-5A: Develop/implement asset management communication plan Responsible person: Henryk Olstowski

**D. COMPREHENSIVE INFRASTRUCTURE PLAN – Energy (Transmission & Distribution)****Objective Owner: Mario Escalera      Board Adviser: Menvielle**

D-1B: Develop/implement assets inventory management system(s) Responsible person: Mario Escalera	D-3B: Develop/implement integration plan for future assets Responsible person: Mario Escalera	
D-2B: Develop/implement asset life cycle management policies/practices Responsible person: Mario Escalera	D-4B: Develop coordination of departments' asset management Responsible person: Mario Escalera	
	D-5B: Develop/implement asset management communication plan Responsible person: Mario Escalera	

**D. COMPREHENSIVE INFRASTRUCTURE PLAN – Water****Objective Owner: Mike King****Board Adviser: Abatti**

D-1C: Develop/implement assets inventory management system(s) Responsible person: John Curtis	D-2C: Develop/implement asset life cycle management policies/practices Responsible persons: John Curtis & Paul Peschel	
D-3C: Develop/implement integration plan for future assets Responsible persons: John Curtis & Paul Peschel	D-5C: Develop/implement asset management communication plan Responsible persons: John Curtis & Cindy Matejovsky	
D-4C: Develop coordination of departments' asset management Responsible persons: John Curtis & Cindy Matejovsky		

**D. COMPREHENSIVE INFRASTRUCTURE PLAN – Centralized Services****Objective Owner: Mike Campbell****Board Adviser: Sanchez**

D-1D: Develop/implement assets inventory management system(s) Responsible person: Rigo Cano	D-2D: Develop/implement asset life cycle management policies/practices Responsible person: Rigo Cano	D-3D: Develop/implement integration plan for future assets Responsible person: Rigo Cano
		D-4D: Develop coordination of departments' asset management Responsible person: Rigo Cano
		D-5D: Develop/implement asset management communication plan Responsible person: Rigo Cano

**E. RESOURCE MANAGEMENT TOOLS/METHODOLOGY****Objective Owner: Mike Campbell****Board Adviser: Mendoza**

	E-1: Develop integrated resource plan human/equipment	E-3: Align organization to strategy using balanced scorecard
	E-2: Increase efficiency by aligning projects/resources	

**Tier 1**

**Tier 2**

**Tier 3**

**F. HUMAN RESOURCES STRATEGY**

**Objective Owner: Dan DeVoy**

**Board Adviser: Mendoza**

F-1: Define desired organizational culture Responsible person: Dan DeVoy	F-2C: Improve key human resources processes: Recognition Responsible person: Marcy Rivera & Rick Johnson	
F-2A: Improve key human resources processes: performance management – GM direct reports Responsible person: Dan DeVoy	F-2D: Improve key human resource processes: orientation Responsible Person: Marcy Rivera	
F-2B Improve key human resources processes: Recruitment Responsible person: Marcy Rivera	F-3: Develop employee feedback/communications mechanisms Responsible Person: Dan DeVoy	

**Tier 1**

**Tier 2**

**Tier 3**

**G. COMPREHENSIVE COMMUNICATION STRATEGY**

**Objective Owner: Kevin Kelley**

**Board Adviser: Hanks**

	G-1: Create communication metrics and evaluation/ improvement mechanisms Responsible person: Kevin Kelley	G-3: Consolidate legislative support Responsible person: Kevin Kelley
	G-2: Develop communication matrix Responsible person: Kevin Kelley	G-4: Implement new Web site and intranet functions Responsible person: Kevin Kelley