



**SPECIAL NOTICE REGARDING
CORONAVIRUS DISEASE 2019 (COVID-19)
AND PARTICIPATION IN PUBLIC MEETINGS**

On March 4, 2020, Governor Newsom declared a State of Emergency resulting from the threat of COVID-19. On September 16, 2021, Governor Newsom signed Assembly Bill No. 361 into law. Assembly Bill No. 361 amends Government Code section 54953(e) by adding provisions for remote teleconferencing participation in meetings by members of a legislative body, without the requirements of Government Code section 54953(b)(3), subject to the existence of certain conditions. The San Bernardino Valley Municipal Water District adopted a resolution determining, by majority vote, that, as a result of the declared State of Emergency, a meeting in person would present imminent risks to the health or safety of attendees. Accordingly, it has been determined that all Board and Workshop meetings of the San Bernardino Valley Municipal Water District will be held pursuant to the Brown Act and will be conducted via teleconference. There will be no public access to the meeting venue.

**BOARD OF DIRECTORS WORKSHOP - ENGINEERING
TUESDAY, SEPTEMBER 13, 2022 – 2:00 P.M.**

PUBLIC PARTICIPATION

Public participation is welcome and encouraged. You may participate in the September 13, 2022, meeting of the San Bernardino Valley Municipal Water District online and by telephone as follows:

Dial-in Info: (877) 853 5247 US Toll-free

Meeting ID: 753 841 573

PASSCODE: 3802020

<https://sbvmwd.zoom.us/j/753841573>

If you are unable to participate online or by telephone, you may also submit your comments and questions in writing for the District's consideration by sending them to comments@sbvmwd.com with the subject line "Public Comment Item #" (insert the agenda item number relevant to your comment) or "Public Comment Non-Agenda Item". Submit your written comments by 6:00 p.m. on Monday, September 12, 2022. All public comments will be provided to the Chair and may be read into the record or compiled as part of the record.

IMPORTANT PRIVACY NOTE: Participation in the meeting via the Zoom app is strongly encouraged. Online participants MUST log in with a Zoom account. The Zoom app is a free download. Please keep in mind: (1) This is a public meeting; as such, the virtual meeting information is published on the World Wide Web and available to everyone. (2) Should you participate remotely via telephone, your telephone number will be your "identifier" during the meeting and available to all meeting participants; there is no way to protect your privacy if you elect to call in to the meeting.



SAN BERNARDINO VALLEY MUNICIPAL WATER DISTRICT
380 E. Vanderbilt Way, San Bernardino, CA 92408

BOARD OF DIRECTORS WORKSHOP - ENGINEERING

AGENDA

2:00 PM Tuesday, September 13, 2022

CALL TO ORDER

Chairperson: Director Harrison

Vice-Chair: Director Hayes

1) INTRODUCTIONS

2) PUBLIC COMMENT

Members of the public may address the Board regarding any item within the subject matter jurisdiction of the Board; however, no action may be taken on off-agenda items except as authorized by law. Each speaker is limited to a maximum of three (3) minutes.

3) SUMMARY OF PREVIOUS MEETING

3.1 Board of Directors' Workshop - Engineering - August 9, 2022 (Page 3)
[Summary Notes BOD Workshop - Engineering 080922](#)

4) DISCUSSION ITEMS

4.1 Discussion of the Strategic Plan: Goals and Actions for San Bernardino Valley Municipal Water District (Page 9)
[Staff Memo - Review, Discuss and Provide Feedback on the Strategic Plan: Goals and Actions for San Bernardino Valley Municipal Water District](#)
[Goals and Objectives Powerpoint](#)
[Strategic Plan: Goals and Actions "Mock-up" Document](#)

5) FUTURE BUSINESS

6) ADJOURNMENT

PLEASE NOTE:

Materials related to an item on this Agenda submitted to the Board after distribution of the agenda packet are available for public inspection in the District's office located at 380 E. Vanderbilt Way, San Bernardino, during normal business hours. Also, such documents are available on the District's website at www.sbvmd.com subject to staff's ability to post the documents before the meeting. The District recognizes its obligation to provide equal access to those individuals with disabilities. Please contact Melissa Zoba at (909) 387-9228 two working days prior to the meeting with any special requests for reasonable accommodation.



DATE: September 13, 2022
TO: Board of Directors Workshop – Engineering
FROM: Staff
SUBJECT: Summary of August 9, 2022, Board of Directors Workshop – Engineering

The Engineering Workshop convened on August 9, 2022. Director Harrison chaired the meeting via video conference.

Directors Present: President Kielhold, Vice President Hayes, Director Botello, Director Harrison, and Director Longville.

Staff Present:

Heather Dyer, MS, MBA – Chief Executive Officer / General Manager
Wen Huang, PE, MS – Deputy General Manager / Chief Engineer
Jose Macedo, ML, CPT-P (USA Retired) – Chief of Staff / Clerk of the Board
Cindy Saks, CPA – Deputy General Manager / Chief Financial Officer
Melissa Zoba, MBA, MPA – Chief Information Officer

Anthony Flordelis – Business Systems Analyst
Matthew E. Howard, MS – Water Resources Senior Planner
David McArthur – Lead Electrical and Mechanical Maintenance Technician
Adekunle Ojo, MPA – Water Resources Manager
Karen Resendez, MAOL - Human Resources/Risk Manager
Shavonne Turner, MPA – Water Conservation Program Manager

Isabelle Huang, SBVMWD Intern
Olivia Ramirez, SBVMWD Intern

Bradley Neufeld, Varner & Brandt

Members of the Public Present:

Chris Mann, Yucaipa Valley Water District
Nyles O’Harra, Yucaipa Valley Water District

Melody McDonald, San Bernardino Valley Water Conservation District
Leland Lubinsky

1. Introductions

Chief Executive Officer / General Manager Heather Dyer introduced staff members present.

2. Public Comment

Chair Harrison invited public comment. There was none.

3. Summary of Previous Meeting

The summary notes from the July 12, 2022, Board of Directors Workshop - Engineering were accepted with no corrections.

4.1 Consider the Purchase of a Network Firewall and Monitoring / Analytics Application

Chief Information Officer Melissa Zoba recommended forwarding to the Board the purchase of a new network firewall and analytics application in the amount of \$40,864. She provided background on the network firewall, explaining it is the frontline protector of the business network. The increase in remote workers also increases vulnerability, she noted. Ms. Zoba explained the functions, status and near end-of-life cycle of the current system.

A robust analytics application which provides security and automation to improve response to cyber risk is desired, Ms. Zoba continued. She reminded the Board of discussion about a year and a half ago and explained that the department has examined all needs including radios, internet bandwidth, and other infrastructure to assure all is up to date. This is part of that process, she noted.

Staff worked with vendors to determine an optimal solution, and a threat assessment was conducted, Ms. Zoba said. In light of supply chain delays, the need for replacement of this equipment needs to move forward now, she noted. She described the system and the two quotes received. Staff identified Nth Generation as the preferred vendor.

Director Harrison acknowledged the risk and stated there is a duty to protect the organization from cyberattack.

In response to Vice President Hayes, Ms. Zoba noted the purchase price includes a three-year support and maintenance program.

Action Item(s): The Board of Directors voted to move this item forward to a regular Board of Directors meeting for consideration by the following vote:

There was no motion or second	APPROVED: 5-0
AYES:	Botello, Hayes, Longville, Harrison, Kielhold
NOES:	None
ABSTAIN:	None
ABSENT:	None

4.2 Consider the Purchase of a Core Switch

Chief Information Officer Melissa Zoba indicated this is another part of the District's network architecture and recommended the purchase of a new core switch in the amount of \$79,967 be forwarded to the Board for consideration. She described the function of the core switch as the backbone in regulation of network traffic demand.

Typical life cycle is eight to 10 years, and current equipment is at 12 years in age and has no further capacity, she advised. A new switch will provide expandability and scalability to handle current needs and additional growth in future years.

Staff worked with IT consultants and vendors to determine the optimal solution, Ms. Zoba continued. Again, supply chain delays have created the need to initiate the replacement process, she noted. Quotes were solicited from vendors but only one was received from Nth Generation, she advised.

Action Item(s): The Board of Directors voted to move this item forward to a regular Board of Directors meeting for consideration by the following vote:

There was no motion or second	APPROVED: 5-0
AYES:	Botello, Hayes, Harrison, Longville, Kielhold
NOES:	None
ABSTAIN:	None
ABSENT:	None

4.3 Consider Replacement of Two Air Conditioning Units at Greenspot and Crafton Hills Pump Stations

Deputy General Manager / Chief Engineer Wen Huang introduced new Water Operations Manager David McArthur.

Mr. McArthur recommended the purchase and replacement of two air conditioning units in the amount of \$81,407 be forwarded to the Board for consideration. The Greenspot Pump Station and Crafton Hills Pump Station air conditioning (AC) units have been operational since 2002, he explained. Through the Joint Facilities Agreement with the Department of Water Resources (DWR), Valley District is responsible for general maintenance including AC units, he noted.

For the Greenspot unit, the San Geronio Pass Water Agency (SGPWA) has a cost share of 22.86 percent (\$8,878) of the total \$38,835 cost. For Crafton Hills, the SGPWA has a cost share of 39.23 percent (\$16,701) of the total \$42,572 cost, McArthur explained. He described the location and service areas of the pump stations.

Director Longville complimented the staff report.

Vice President Hayes asked if the current AC units were functioning and if staff or equipment was at risk; Mr. McArthur said they were not functioning, and since new units are 28 weeks out, they need to be ordered. He explained other AC units at the sites were operational, and those sites are no longer staffed so it is only the equipment that is of concern.

President Kielhold asked about vendors and pricing. Mr. McArthur advised that every couple of years, all sites are sent out to multiple companies for bid, and Ontario Refrigeration has won the bid for quarterly maintenance for the last five to six years. The last bid request was sent out about two years ago, he answered.

Director Botello recalled voting on Ontario Refrigeration and asked if there was another competitive provider within the service area; McArthur responded that Ontario Refrigeration has consistently been the lowest cost vendor.

Action Item(s): The Board of Directors voted to move this item forward to a regular Board of Directors meeting for consideration by the following vote:

There was no motion or second	APPROVED: 5-0
AYES:	Botello, Hayes, Harrison, Longville, Kielhold
NOES:	None
ABSTAIN:	None
ABSENT:	None

4.4 Review Employee Handbook

Chief Executive Officer / General Manager Heather Dyer introduced the item and reminded the Board that it has been a goal to update the human resources system and related documents. The Employee Handbook was outdated and needed revision to be easier to read, find information, reflect the culture of the organization, support the employees in understanding and expectations, and explain benefits. This is presented for consideration of content and format to obtain Board feedback, she noted.

Human Resources / Risk Manager Karen Resendez presented the handbook. She noted the document incorporates the General Manager's desire to be more welcoming, reflective of the culture, and in alignment with values. Development of the handbook involved employee participation and legal review, she explained.

Ms. Resendez detailed the structural changes, tone update, and updates to and addition of new sections including at-will employment, on-call and scheduled overtime pay, salary step progression, floating holiday, and compulsory leave.

Director Harrison noted this is a very comprehensive document and stated he has been editing it but is not finished. Ms. Dyer added that a practice of Valley District had been to handle things on a case-by-case basis at the discretion of the general manager. She said she has worked with Ms. Resendez and legal counsel to incorporate expectations and boundaries to avoid the case-by-case approach. Staff tried to set out issues in clear terms to assure all know what to expect.

Director Botello suggested earlier reference to the Board of Directors, a welcome from the President and something about the District. He pointed to the section on compulsory leave and the mention of the Employee Assistance Program (EAP) without a section to which an employee can refer. Ms. Resendez noted the EAP is listed in the employee assistance section and said she sends to all employees a quarterly communication of all available benefits. Director Harrison requested to see one of the communications.

Vice President Hayes noted that she had read the document as if she were a new employee and indicated there were a few areas which felt a little unbalanced in terms of not assuring

adequate protection for the employees. It is important to spell out employee protections, she added, and said she had discussed her comments with Ms. Resendez.

Director Longville indicated disappointment in the “Who We Are” section and agreed with Director Botello on inclusion of the Board’s governance. She suggested inclusion of information on the District’s funding through property taxes and the public.

President Kielhold acknowledged the long-needed effort. Given the length of the review needed by directors to respond, he suggested bringing the handbook to a workshop for final discussion before sending it to the full Board.

Ms. Melody McDonald noted that much thought went into the effort and it will be a great handbook. She commented on the sections and congratulated staff.

Action Item(s): The Board of Directors voted to move this item forward to a future workshop for final consideration by the following vote:

There was no motion or second	APPROVED: 5-0
AYES:	Botello, Hayes, Harrison, Longville, Kielhold
NOES:	None
ABSTAIN:	None
ABSENT:	None

Ms. Dyer indicated that a redline version can be brought back at a workshop in September. Vice President Hayes requested additional time to review. Director Harrison stated he had done an intense review and commented on the document quality.

5. Future Business.

None added.

6. Adjournment.

Chair Harrison adjourned the meeting at 3:03 p.m.

Staff Recommendation

Receive and file.



DATE: September 13, 2022

TO: Board of Directors

FROM: Heather Dyer, CEO/General Manager

SUBJECT: Review, Discuss and Provide Feedback on the Strategic Plan: Goals and Actions for San Bernardino Valley Municipal Water District

Staff Recommendation

Staff recommends the Board of Directors review, discuss, and provide feedback to Staff on the draft Strategic Plan: **Goals & Actions** as a complementary document to the Strategic Plan: *Our Foundations*.

Summary

Between 2020-2022, Valley District held multiple Director Workshops, facilitated by Water Systems Consulting, Inc. (WSC), to develop its first ever Strategic Plan. The Strategic Plan: Our Foundations was adopted by the Board of Directors on March 15, 2022. As directed by the Board, staff has developed content for a companion document, Strategic Plan: Goals & Actions, which is intended to outline the Goals, Objectives and specific actions that will be undertaken over the next three years.

Background

Valley District's strategic planning process kicked off in 2019 and has been ongoing since then. The process has involved individual interviews of the Directors, group meetings with Staff, and interviews with the stakeholder's workgroup. Through the information gathered throughout this process, the Directors developed Valley District's first ever Mission, Vision, and Values statements, and a set of priorities for the future.

The first volume of the Strategic Plan, ***Our Foundation***, was intended to be an overarching guiding document that lays out the approach and direction of Valley District through the mission and vision and sets the culture through its values and priorities. The document captured Valley District's purpose, unique identity, long term aspirations, and strategies to reach our desired future state.

The development of the second volume, a companion document titled Strategic Plan: ***Goals & Actions*** has been drafted for the Board's review and discussion. This is a more tactical document that defines how Valley District will accomplish its mission and achieve its vision through. This will be an active instrument that builds upon *Our Foundation* by setting clear goals, objectives, and specific actions to help Valley District achieve its mission.

The documents presented at today's workshop are intended to foster discussion and feedback from the Board. Staff is interested in input from the Board on the policy-level portions which are primarily the Goals and Objectives, which set a direction for staff to then use in developing the appropriate Actions we will work on for the period of 2023-2026. The Goals and Objectives will be presented for discussion during the workshop with a PowerPoint presentation. For reference and review, a secondary "mock-up" of what the Strategic Plan: Goals and Actions document might look like in terms of content and presentation. Once content has been approved, the document will go through technical editing and professional layout.

Fiscal Impact

There is no fiscal impact associated with this item.

Attachments

Goals and Objectives Powerpoint

Strategic Plan: Goals and Actions "Mock-up" Document



Strategic Plan: Goals and Actions

Materials for Review and Discussion

- PowerPoint: Includes Goals and Objectives Only
- “Mock-up” Document includes Actions

Structural Overview of Document Materials

- This document is intentionally structured to begin with big-picture goals and refine down to more specific objectives and detailed actions.
- Success over time achieving these broad and long-term GOALS moves us towards our MISSION. Our STRATEGIES are our compass; guiding how we will go about achieving our MISSION.
- Our GOALS listed in this document won't change much over time because they are foundational to our MISSION.
- The OBJECTIVES listed in this document are more specific and serve as smaller steps, milestone, or components that we strive to accomplish in support of each GOAL.
- The ACTIONS are specific steps, tactics, or time-based activities that staff believes we should take in the next 3 years in support of our OBJECTIVES and GOALS. There are many ACTIONS listed as this planning document which is intended to serve as a roadmap guiding our project development and workplans each year. The ACTIONS may shift or be modified over time as conditions or priorities may change. However, this is the current strategy to achieve our MISSION of providing reliable and sustainable water to the region.
- Due to the length of the material once GOALS, OBJECTIVES, and ACTIONS are combined we developed a "mock-up" example document; demonstrating a potential layout of this information and to facilitate review of all the content together. This document is only an example intended to foster discussion and feedback from the Board. In the future, we will have the approved content go through technical editing and professional layout.
- Staff is especially interested in feedback from the Board on the policy-level portions which are the GOALS and OBJECTIVES, which set a direction for staff to then develop the right ACTIONS. We will go over the GOALS and OBJECTIVES during the workshop using the powerpoint slides.
- But each action is designed to help reach that particular OBJECTIVE, which ultimately leads to achieving the GOALS, and our MISSION.



Mission:

Work collaboratively to provide a reliable and sustainable water supply to support the changing needs of the region's people and environment.

GOALS and OBJECTIVES

STRATEGY #1:
Achieve climate
resilience through
prioritized
adaptation and
mitigation.

GOAL 1.1 - Ensure District facilities, infrastructure, assets, and habitat investments are resistant or resilient to impacts from changing climate conditions.

- OBJECTIVE: Develop comprehensive strategy to identify long-term uncertainties and adaptive management measures to ensure reliable water supply and protection of habitat investments under climate change conditions.
- OBJECTIVE: Protect District assets and habitat investments from risks associated with future changes in hydrology conditions.
- OBJECTIVE: Protect water diversion infrastructure, water quality, and habitat investments in the headwaters by proactively minimizing risk of catastrophic wildfire.

STRATEGY #1:
Achieve climate
resilience through
prioritized
adaptation and
mitigation.

GOAL 1.2 - Serve as a regional leader, proactively addressing local risks associated with climate change while also contributing towards reducing global cumulative greenhouse gas (GHG) emissions

- OBJECTIVE: Develop and implement regional projects that support water, energy, and habitat resilience under future unknown conditions.
- OBJECTIVE: Maximize reduction of District GHG emissions and use of renewable energy for local operations.
- OBJECTIVE: Engage and support the retail agencies or other entities within our service area to consider undertaking complementary climate resilience planning to minimize risks to their systems and maximize regional benefit.



STRATEGY #2: Proactively manage a diverse, adaptable water supply portfolio to maximize the value of the region's water assets.

GOAL 2.1 - Recover lost imported supply reliability from State Water Project.

- OBJECTIVE: Progress on Design, Planning, and Environmental Requirements for Sites Reservoir and Delta Conveyance Project.

GOAL 2.2 – Increase local water supplies.

- OBJECTIVE: Implement Regional Recycled Water System.
- OBJECTIVE: Establish Water Conservation as an authorized use of Seven Oaks Dam.
- OBJECTIVE: Implement Regional Stormwater Capture Program.

GOAL 2.3 – Protect and maximize value of local groundwater basins.

- OBJECTIVE: Ensure Long-term Groundwater Sustainability.
- OBJECTIVE: Increase Basin Storage and Manage for Regional Benefit.
- OBJECTIVE: Protect and Enhance Water Quality.

STRATEGY #2: Proactively manage a diverse, adaptable water supply portfolio to maximize the value of the region's water assets.

GOAL 2.4 - Maximize operational flexibility and connection of assets within Valley District and the regional water infrastructure systems.

- OBJECTIVE: Improve connections between Valley District infrastructure and retail or other partner agencies to facilitate transfer of water through region.
- OBJECTIVE: Develop opportunities for new recharge and/or storage within the region.

GOAL 2.5 - Lead regional planning efforts to ensure reliable water supplies.

- OBJECTIVE: Receive and maintain permit for the Upper Santa Ana River Habitat Conservation Plan, which authorizes water supply projects over next 50 years.
- OBJECTIVE: Develop comprehensive, interdisciplinary strategies to address long-term uncertainties and adaptive management measures to ensure reliable water supply.

STRATEGY #3: Drive science-based decision making and proactive risk management.

GOAL 3.1 - Develop strong foundation of information from which to make decisions.

- ✓ OBJECTIVE: Invest in high quality, defensible scientific and financial data.
- ✓ OBJECTIVE: Invest in issue-specific studies to understand conditions, opportunities, and/or constraints related to projects and initiatives.

GOAL 3.2 - Develop technological tools to provide efficient, cost-effective solutions.

- ✓ OBJECTIVE: Develop real time application to serve as source of future decision-making tools.
- ✓ OBJECTIVE: Develop and implement Enterprise Resource Planning system (ERP).

STRATEGY #3: Drive science-based decision making and proactive risk management.

GOAL 3.3 - Ensure security of District information assets and facilities.

- ✓ OBJECTIVE: Increase security posture and mitigate cyber-attacks through management of technology and policies.
- ✓ OBJECTIVE: Promote cybersecurity awareness and educate staff as first line of threat defense.

GOAL 3.4 - Reduce potential damage recovery costs.

- ✓ OBJECTIVE: Maintain redundant backups of all business-critical information assets.
- ✓ OBJECTIVE: Establish cyber security liability insurance coverage.

GOAL 3.5 - Respond effectively to a physical or cyber emergency.

- ✓ OBJECTIVE: Develop a formal Disaster Recovery Plan.
- ✓ OBJECTIVE: Assess and update the existing Business Continuity Plan.



STRATEGY #4: Build trust by being a collaborative and resourceful partner through effective communication and engagement.

GOAL 4.1 – Establish the District as an industry leader, recognized locally by the public and our peers for the leadership and positive impact we have within our region and state.

- ❖ OBJECTIVE: Complete and implement the Strategic Communications & Engagement Plan.
- ❖ OBJECTIVE: Build high-trust/high-value relationships with local media to position the District as the expert on local, regional and statewide water issues.

GOAL 4.2 – Enhance engagement with retail water agencies and other regional stakeholders.

- ❖ OBJECTIVE: Develop and implement routine opportunities to interact with retail water agencies and regional stakeholders in formal and informal environments.

06.24.2021



STRATEGY #4: Build trust by being a collaborative and resourceful partner through effective communication and engagement.

GOAL 4.3 – Improve the District’s presence and connections with the communities we serve.

- ❖ OBJECTIVE: Increase public outreach and engagement with the community.

GOAL 4.4 – Build affordable and equitable local water supply projects.

- ❖ OBJECTIVE: Develop long-term financial strategy to construct local water supply projects.
- ❖ OBJECTIVE: Maximize grants and other sources of external funding opportunities for local water supply projects.

STRATEGY #5: Attract and support top talent and promote a rewarding culture of growth and opportunity.

GOAL 5.1 – Attract and retain highest quality workforce.

- ✓ OBJECTIVE: Ensure competitive salary and modern benefit offerings.
- ✓ OBJECTIVE: Promote a growth-oriented culture and rewarding career trajectory within Valley District.
- ✓ OBJECTIVE: Provide best-in-class organizational experience to support satisfaction, loyalty, and retention of employees.

GOAL 5.2 – Sustain long-term business continuity.

- ✓ OBJECTIVE: Develop a succession plan for the next 10 years.

GOAL 5.3 – Sustain a Safety Culture.

- ✓ OBJECTIVE: Develop and implement a districtwide safety program.
- ✓ OBJECTIVE: Create and sustain an expectation of a safe working environment that is integrated into all aspects of the organization and promoted by all employees.



STRATEGY #6: Commit to Effective Governance through Board Leadership Development.

GOAL 6.1 – Develop and sustain Board of Directors' standards and expectations.

- ❑ OBJECTIVE: Maintain Board of Directors Handbook.
- ❑ OBJECTIVE: Ensure effective team dynamics through training.
- ❑ OBJECTIVE: Develop and implement high-impact Director onboarding program.

GOAL 6.2 – Develop and sustain a Board culture of learning and continuous development.

- ❑ OBJECTIVE: Establish and support an annual development program for Directors.
- ❑ OBJECTIVE: Deliver regular and consistent messaging to the public and other agencies about the District, our direction, projects and initiatives.

GOAL 6.3 – Facilitate Board of Directors' role as proactive ambassador of the District to the community and other elected officials within our region and the state.

- ❑ OBJECTIVE: Engage proactively with other elected officials and community stakeholders.

STRATEGY #1: Achieve climate resilience through prioritized adaptation and mitigation.

GOALS

1.1 – Ensure District facilities, infrastructure, assets, and habitat investments are resistant or resilient to impacts from changing climate conditions.

1.2 – Serve as a regional leader, proactively addressing local risks associated with climate change while also contributing towards reducing global cumulative greenhouse gas (GHG) emissions.



GOAL 1.1 – Ensure District facilities, infrastructure, assets, and habitat investments are resistant or resilient to impacts from changing climate conditions.

OBJECTIVE: Develop comprehensive strategy to identify long-term uncertainties and adaptive management measures to ensure reliable water supply and protection of habitat investments under climate change conditions.

- ◇ **ACTION:** Complete Climate Adaptation and Resilience Plan (2023)
- ◇ **ACTION:** Implement Phase 1 projects identified in the Climate Adaptation and Resilience Plan that proactively address risks and vulnerabilities of District assets and investments (2023-2026)
- ◇ **ACTION:** Publish an annual accountability report on progress towards targets and goals outlined in the Climate Adaptation and Resilience Plan (2023-2026)

OBJECTIVE: Protect District assets and habitat investments from risks associated with future changes in hydrology conditions.

- ◇ **ACTION:** Continue design, planning, and implementation of Foothill Pipeline City Creek Crossing to protect from stormflow erosion risks (2023-2026)

- ◇ **ACTION:** Complete design and planning for the Riverside Sustainable Parks and Tributaries Water Reuse Project to ensure reliable long-term water supply for habitat restoration investments (2023-2024)
- ◇ **ACTION:** Construct West Branch, Riverside Sustainable Parks and Tributaries Water Reuse Project (2025-2026)

OBJECTIVE: Protect water diversion infrastructure, water quality, and habitat investments in the headwaters by proactively minimizing risk of catastrophic wildfire.

- ◇ **ACTION:** Develop collaboratively with the US Forest Service and other community stakeholders a Headwaters Resiliency Strategic Plan (2023)
- ◇ **ACTION:** Based on the Strategic Plan, collaboratively develop a Headwaters Resilience Project Portfolio of fuels reduction projects and other risk-mitigating actions that should be implemented on the San Bernardino National Forest (SBNF) by the Headwaters Resiliency Partnership or others to minimize risk of catastrophic wildfire (2023-2024)
- ◇ **ACTION:** Through the Headwaters Resiliency Partnership, develop a comprehensive funding strategy to implement Headwaters Resiliency projects leveraging federal, state, local, and private investment in forest climate resilience (2024-2025)

GOAL 1.2 – Serve as a regional leader, proactively addressing local risks associated with climate change while also contributing towards reducing global cumulative greenhouse gas (GHG) emissions.

OBJECTIVE: Develop and implement regional projects that support water, energy, and habitat resilience under future unknown conditions.

- ◇ **ACTION:** Diversify water supply portfolio by completing recycled water and stormwater capture projects (2023-2026)
- ◇ **ACTION:** Implement District’s Demand Management Program to conserve groundwater resources (2023-2026)
- ◇ **ACTION:** Develop San Bernardino Basin Optimization Plan to maximize regional value and sustainability of groundwater storage (2023-2024)
- ◇ **ACTION:** Complete opportunities and constraints analysis on the Tres Lagos property for potential infrastructure and/or other investments to enable adaptive operational flexibility of water system, renewable energy generation, and habitat management (2023-2024)
- ◇ **ACTION:** In partnership with SBNF and others, implement Headwaters Resilience Project Portfolio (2024-2025)

OBJECTIVE: Maximize reduction of District GHG emissions and use of renewable energy for local operations.

- ◇ **ACTION:** Determine GHG emissions target and strategy for District based on results of CARP (2023)
- ◇ **ACTION:** Complete Waterman Hydroelectric project (2023)
- ◇ **ACTION:** Investigate and implement new opportunities for hydroelectric power within the District's power portfolio (2023-2024)
- ◇ **ACTION:** Re-examine and update, if needed, 2016 investigation of opportunities for solar power generation and power storage within the District's facilities (2023)
- ◇ **ACTION:** Investigate opportunities to incorporate or increase carbon sequestration benefits into habitat restoration projects (2023-2026)

OBJECTIVE: Engage and support the retail agencies or other entities within our service area to consider undertaking complementary climate resilience planning to minimize risks to their systems and maximize regional benefit.

- ◇ **ACTION:** Develop Action Plan to identify potential complementary actions that retail agencies or other entities within District service area can implement to achieve climate resilience (2023-2026)

- ◇ **ACTION:** Leverage District's regional efforts to maximize resilience and obtain external funding support regional climate resilience planning and implementation (2023-2026)



STRATEGY #2: Proactively manage a diverse, adaptable water supply portfolio to maximize the value of the region's water assets.

GOALS

2.1 – Recover lost supply reliability from State Water Project.

2.2 – Increase local water supplies.

2.3 – Protect and maximize value of local groundwater basins.

2.4 – Maximize operational flexibility and connection of assets within Valley District and the regional water infrastructure system.

2.5 – Lead regional planning efforts in support of reliable water supplies.

GOAL 2.1 – Recover lost supply reliability from State Water Project.

OBJECTIVE: Progress on Design, Planning, and Environmental Requirements for Sites Reservoir and Delta Conveyance Project.

- ◇ **ACTION:** Complete Plan of Finance for Sites Reservoir and Delta Conveyance Project (2023)
- ◇ **ACTION:** Complete State Water Contract Amendment(s) for Sites Reservoir (2023) and Delta Conveyance Project (2024)
- ◇ **ACTION:** Continue staff support for Sites Reservoir Environmental Impact Report and Regulatory Permitting processes by maintaining positions on the Reservoir Committee and Environmental Planning and Permitting Committees (2023-2024)
- ◇ **ACTION:** Continue staff support for Delta Conveyance Project Environmental Impact Report and Regulatory Permitting through continued service as Board Member or Alternate for the Delta Conveyance Authority (2023-2026)
- ◇ **ACTION:** Provide Board-level support and advocacy for the Sites Reservoir and Delta Conveyance Projects through public engagement highlighting benefits of the projects to the State and our local taxpayers (2023 - 2026)

GOAL 2.2. – Increase local water supplies.

OBJECTIVE: Implement Regional Recycled Water System.

- ◇ **ACTION:** Complete construction of Weaver Basins and SNRC Pipeline connection to RRWS (2023)
- ◇ **ACTION:** Complete Design and Planning for SBMWD's Tertiary Treatment System Pipeline connection to RRWS (2024 -2025)

OBJECTIVE - Establish Water Conservation as an authorized use of Seven Oaks Dam.

- ◇ **ACTION:** Settle Seven Oaks Dam Lawsuit (2023-2024)
- ◇ **ACTION:** Develop Steering Committee and Workplan to assess viability of Forecast-Influenced Reservoir Operations (FIRO) for Seven Oaks Dam (2023)
- ◇ **ACTION:** Compete and Publish FIRO Workplan and Technical Studies Final Report (2025)

OBJECTIVE: Implement Regional Stormwater Capture Program.

- ◇ **ACTION:** Approve Joint Recharge Agreement with San Bernardino County (2023)
- ◇ **ACTION:** Construct new liner for Enhanced Recharge Stormwater Capture Phase 1a Sedimentation Basin (2023)

- ◇ **ACTION:** Continue participation in the Design, Planning, and Permitting for Active Recharge Transfer Projects, in cooperation with Conservation District (2023-2026)

GOAL 2.3 – Protect and maximize value of local groundwater basins.

OBJECTIVE: Ensure Long-term Groundwater Sustainability.

- ◇ **ACTION:** Renew San Bernardino Basin Groundwater Council Agreement (2023)
- ◇ **ACTION:** Implement Valley District Demand Management Program (2023-2026)
- ◇ **ACTION:** Establish management actions based upon storage level in the San Bernardino Basin (2023)
- ◇ **ACTION:** Continue support for Rialto-Colton Basin Groundwater Council and Yucaipa Basin Sustainable Groundwater Management Agency (2023-2026)
- ◇ **ACTION:** Promote establishment of Riverside North Basin Groundwater Council (2023-2026)

OBJECTIVE: Increase Basin Storage and Manage for Regional Benefit.

- ◇ **ACTION:** Approve San Geronio Pass Water Agency/ Yucaipa Valley Water District Conjunctive Use proposal (2023)

- ◇ **ACTION:** Approve Santa Ana River Conservation and Conjunctive Use Program/Bunker-Hill Conjunctive Use Program proposal (2023)
- ◇ **ACTION:** Develop San Bernardino Basin Operational Optimization Framework Agreement and Plan Scope (2023)
- ◇ **ACTION:** Develop San Bernardino Basin Operational Optimization Plan (2024-2025)

OBJECTIVE: Protect and Enhance Water Quality.

- ◇ **ACTION:** Protect and improve hydroelectric surface flow diversions at Santa Ana River and Mill Creek (2023-2026)
- ◇ **ACTION:** Complete Salt and Nutrient Management Plan for the upper watershed (2023-2025)
- ◇ **ACTION:** Support regional collaborative studies and planning efforts to address water quality issues in the groundwater basins such as salt, nutrients, and emerging contaminants (e.g., PFAS/PFOA) (2023 - 2026)

GOAL 2.4 – Maximize operational flexibility and connection of assets within Valley District and regional water infrastructure systems.

OBJECTIVE: Improve connections between Valley District infrastructure and retail or other partner agencies to facilitate transfer of water through region.

- ◇ **ACTION:** Complete an intertie between a City of Riverside’s transmission main in the SBBA and Base-line Feeder Extension South Pipeline (2023-2024)
- ◇ **ACTION:** Complete the Joint Foothill Pump Station Improvements Project with Metropolitan Water District (MWD) to facilitate delivery of Diamond Valley Lake water to MWD customers along the Rialto Feeder (2023)
- ◇ **ACTION:** Complete a Joint South Mesa Recharge Turn-out Project with San Geronio Pass Water Agency and South Mesa Water Company to facilitate recharge of SWP water in the Calimesa Subbasin (2023-2024)
- ◇ **ACTION:** Complete the Cactus Basins Connector Pipeline to facilitate recharge of SWP water in the Cactus Basins (2023-2024)

OBJECTIVE: Develop opportunities for new recharge and/or storage within the region.

- ◇ **ACTION:** Complete Feasibility Study for extending the Regional Recycled Water Pipeline to Enhanced Recharge Basins and for recharge of SWP water in the Weaver Basins (2025-2026)
- ◇ **ACTION:** Complete Feasibility Study on a regional storage reservoir at the Tres Logos property and identify opportunities to maximize benefits from the facility (2024-2025).

GOAL 2.5 – Lead regional planning efforts to ensure reliable water supplies.

OBJECTIVE: Receive and maintain permit for the Upper Santa Ana River Habitat Conservation Plan, which authorizes water supply projects over next 50 years.

- ◇ **ACTION:** Complete the Upper Santa Ana River Habitat Conservation Plan document and Environmental Impact Report in compliance with CEQA (2023)
- ◇ **ACTION:** Approve formation of the Upper Santa Ana River Sustainable Resources Alliance, a Joint Powers Authority for the purpose of HCP implementation (2023)
- ◇ **ACTION:** Receive Section 10 permit from USFWS for Upper Santa Ana River Habitat Conservation Plan (2023)
- ◇ **ACTION:** Complete mitigation/restoration projects required for Phase 1 HCP Covered Activities (2023-2026)
- ◇ **ACTION:** Implement HCP in compliance with permit requirements (2023-2026)

OBJECTIVE: Develop comprehensive, interdisciplinary strategies to address long-term uncertainties and adaptive management measures to ensure reliable water supply.

- ◇ **ACTION:** Complete Climate Adaptation and Resilience Plan (2023)
- ◇ **ACTION:** Complete RAND Ultimate Demand Study (2023-2024)

- ◇ **ACTION:** Investigate Forecast Influence Reservoir Operations as a strategy to conserve more water using of Seven Oaks Dam (2023-2024)
- ◇ **ACTION:** Develop collaboratively with the US Forest Service and other community stakeholders a Headwaters Resiliency Strategic Plan that addresses risk of catastrophic wildfire in the headwaters (2023)
- ◇ **ACTION:** Identify new revenue sources to fund local water supply projects (2023-2026)

OBJECTIVE: Develop opportunities for new recharge and/or storage within the region.

- ◇ **ACTION:** Complete Feasibility Study for extending the Regional Recycled Water Pipeline to Enhanced Recharge Basins and for recharge of SWP water in the Weaver Basins (2025-2026)
- ◇ **ACTION:** Complete Feasibility Study on a regional storage reservoir at the Tres Logos property and identify opportunities to maximize benefits from the facility (2024-2025)

STRATEGY #3 - Drive science-based decision making and proactive risk management.

GOALS

3.1 – Develop strong foundation of information from which to make decisions.

3.2 – Develop technological tools to provide efficient, cost-effective solutions.

3.3 – Ensure security of District information assets and facilities.

3.4 – Reduce potential damage recovery costs.

3.5 – Respond effectively to a physical or cyber emergency.

GOAL 3.1 – Develop strong foundation of information from which to make decisions.

OBJECTIVE: Invest in high quality, defensible scientific and financial data.

- ◇ **ACTION:** Use and refine Synario Financial Modeling tool (2023-2026)
- ◇ **ACTION:** Continue engagement with USGS for annual modeling efforts (2023-2026)
- ◇ **ACTION:** Implement Upper Santa Ana River Comprehensive Adaptive Management and Monitoring Program (CAMMP) (2023-2026)
- ◇ **ACTION:** Continue to support refinements and additional use of the SAR Integrated Model (2023-2026)

OBJECTIVE: Invest in issue-specific studies to understand conditions, opportunities, and/or constraints related to projects and initiatives.

- ◇ **ACTION:** Complete District Cost of Service Study (2025)
- ◇ **ACTION:** Complete RAND Maximum Demand Study (2024)
- ◇ **ACTION:** Complete Climate Adaptation and Resilience Plan (2023)
- ◇ **ACTION:** Complete Preliminary Viability Assessment for Forecast Influenced Reservoir Operations (FIRO) for Seven Oaks Dam (2026)
- ◇ **ACTION:** Complete Salt and Nutrient Management Plan (2025)

GOAL 3.2. – Develop technological tools to provide efficient, cost-effective solutions.

OBJECTIVE: Develop real time application to serve as source of future decision-making tools.

- ◇ **ACTION:** Complete Esri real time geo-event application based on SCADA data (2023)
- ◇ **ACTION:** Develop dashboard for water deliveries; collaborate with staff on other dashboards to be developed (2023-2024)

OBJECTIVE - Develop and implement Enterprise Resource Planning system (ERP).

- ◇ **ACTION:** Complete ERP Needs Assessment and evaluate recommendations for implementation of ERP (2023)
- ◇ **ACTION:** Develop ERP Course of Action (2024-2025)
- ◇ **ACTION:** Begin implementation of ERP (2026)

GOAL 3.3 – Ensure security of District information assets and facilities.

OBJECTIVE: Increase security posture and mitigate cyber-attacks through management of technology and policies.

- ◇ **ACTION:** Implement modern security monitoring applications to detect and protect against cyber threats (2023-2026)

- ◇ **ACTION:** Conduct biennial system vulnerability assessments and take proactive measures to mitigate any potential exposure (2023-2026)

OBJECTIVE: Promote cybersecurity awareness and educate staff as first line of threat defense.

- ◇ **ACTION:** Establish email, internet, and social media policies (2023)
- ◇ **ACTION:** Conduct annual staff training on variable risk vulnerabilities; best practices; and how to detect, report and prevent potential threats (2023-2026)
- ◇ **ACTION:** Conduct simulated phishing scams and other mock scenarios to assess user knowledge and training effectiveness (2023-2026)

GOAL 3.4 – Reduce potential damage recovery costs.

OBJECTIVE: Maintain redundant backups of all business-critical information assets.

- ◇ **ACTION:** Establish off-site and cloud-based backups using 3-2-1 rule (2024)
- ◇ **ACTION:** Annually assess frequency and effectiveness of backup methodologies (2023-2026)

GOAL 3.5 – Respond effectively to a physical or cyber emergency.

OBJECTIVE: Develop a formal Disaster Recovery Plan.

- ◇ **ACTION:** Complete Risk Analysis; define information assets, infrastructure, and operations critical to the essential functions of the District (2023)
- ◇ **ACTION:** Complete Plan Development; document team assignments, recovery procedures, restoration processes, and establish recovery time objective (2023)
- ◇ **ACTION:** Conduct annual simulated disaster and/or cyber-attack to test IT response, employee knowledge, and plan accuracy and effectiveness (Annually beginning 2022)

OBJECTIVE - Assess and update the existing Business Continuity Plan.

- ◇ **ACTION:** Review existing Business Continuity Plan and work with staff to evaluate areas for improvement or update based on past practices (2023)
- ◇ **ACTION:** Develop plan, as needed, for implementation of new technology or procedures to carry out updated Business Continuity Plan (2023-2026)
- ◇ **ACTION:** Provide staff an overview of any updates to the Plan and establish means of communication to be used when Plan is initiated (2023-2024)

STRATEGY #4 - Build trust by being a collaborative and resourceful partner through effective communication and engagement.

GOALS

4.1 – Establish the District as an industry leader, recognized locally by the public and our peers for the leadership and positive impact we have within our region and state.

4.2 – Enhance engagement with retail water agencies and other regional stakeholders.

4.3 – Improve the District’s presence and connections with the communities we serve.

4.4 – Build affordable and equitable local water supply projects.

GOAL 4.1 – Establish the District as an industry leader, recognized locally by the public and our peers for the leadership and positive impact we have within our region and state.

OBJECTIVE: Complete and implement the Strategic Communications & Engagement Plan.

- ◇ **ACTION:** Complete the District's brand revise and logo development, including implementing the new Brand Guide recommendations (2023)
- ◇ **ACTION:** Implement an annual content calendar for the District, including special events, community celebrations, partnering with retail water providers and stakeholders, and other opportunities for the District to increase its presence in the communities we serve (2023-2026)
- ◇ **ACTION:** Create story maps for projects (e.g., Weaver Basins, SARER) to better tell the regional water supply story, through visual representation, of our projects (2023-2026)
- ◇ **ACTION:** Develop a new District website to align with the revised Brand and improve navigation and content (2023-2024)

OBJECTIVE: Build high-trust/high-value relationship with media to position the District as the expert on local, regional and statewide water issues.

- ◇ **ACTION:** Develop and implement annual media content calendar whereby stories are provided to the media routinely for publication (2023-2026)
- ◇ **ACTION:** Conduct media briefings and water industry tours on a bi-annual basis (2023-2026)
- ◇ **ACTION:** Provide water industry and topical experts to the media for interviews and stories that are relevant to the region, environmental climate, and news of the day (2023-2026)

GOAL 4.2 – Enhance engagement with retail water agencies and other regional stakeholders.

OBJECTIVE: Develop and implement regular opportunities to interact with retail water agencies and regional stakeholders in formal and informal environments.

- ◇ **ACTION:** Develop a speaker series for the Board of Directors that is topical and timely (2023)
- ◇ **ACTION:** Facilitate opportunities to engage early with the retail agencies and other regional stakeholders on potential partnership opportunities (2023-2026)

- ◇ **ACTION:** Host the Upper Santa Ana River Water Forum series once per year in each Division (2023-2026)
- ◇ **ACTION:** Host an annual Local Facilities Tour that provides an in-depth look at the District's projects and partnerships (2023-2026)
- ◇ **ACTION:** Host an annual State Water Project Tour to provide a statewide perspective of the District's imported water supply (2023-2026)
- ◇ **ACTION:** Partner with retail agencies to host educational and celebratory project events such as groundbreakings, facility dedications, etc. (2023-2026)

GOAL 4.3 – Improve the District's presence and connections with the communities we serve.

OBJECTIVE: Increase public outreach and District engagement with the community.

- ◇ **ACTION:** Schedule opportunities for the Directors and CEO to make presentations to the community 6-8x per year such as community meetings and events, City Council meetings, water retailer Board Meetings (2023-2026)
- ◇ **ACTION:** Elected officials become member of the local (active) Chambers of Commerce or service groups to attend meetings, and participate in special events to make informational presentations about District projects and initiatives at meetings (2023-2026)

- ◇ **ACTION:** Provide local facilities tours for elected leaders 4-6x per year, or as requested (2023-2026)
- ◇ **ACTION:** Participate in community events by hosting an educational booth at local events throughout our service area (2023-2026)

GOAL 4.4 – Build affordable and equitable local water supply projects.

OBJECTIVE: Develop long-term financial strategy to construct local water supply projects.

- ◇ **ACTION:** Complete Cost of Service study for local water supply projects (2023-2024)
- ◇ **ACTION:** Develop portfolio of creative funding opportunities and partnerships to help fund project (2023-2024)
- ◇ **ACTION:** Prioritize individual local water project investments and determine phasing to implement (2024-2026)

OBJECTIVE: Maximize grants and other sources of external funding opportunities for local water supply projects.

- ◇ **ACTION:** Implement current and future phases of Watershed Connect, Upper SAR Water Infrastructure Financing Authority program and expand to new regional partners and projects (2023-2026)

- ◇ **ACTION:** Develop Tres Lagos Property Master Plan to include habitat conservation-based revenue generation (2024)
- ◇ **ACTION:** Sustain proactive pursuit of Drought and Climate Resilience grants or other state/federal funding for projects (2023-2026)
- ◇ **ACTION:** Develop multi-partner projects that facilitate cost sharing and regional benefits (2023-2026)

STRATEGY #5 - Attract and support top talent and promote a rewarding culture of growth and opportunity.

GOALS

5.1 – Attract and retain highest quality workforce.

5.2 – Sustain long-term business continuity.

5.3 – Sustain a Safety Culture.

GOAL 5.1 – Attract and retain highest quality workforce.

OBJECTIVE: Ensure competitive salary and modern benefit offerings.

- ◇ **ACTION:** Develop and implement a districtwide cyclical review process of total compensation (2023-2026)
- ◇ **ACTION:** Research new benefit products that come to market and make recommendations for changes when appropriate (2023-2026)
- ◇ **ACTION:** Propose changes to salary and/or benefits offered to the Board when necessary to remain competitive with market conditions (2023-2026)

OBJECTIVE: Promote a growth-oriented culture and rewarding career trajectory within Valley District.

- ◇ **ACTION:** Development and implement a framework for employee growth and development centered on expansion of skills, knowledge, responsibilities and promotes continuous learning (2023-2026)
- ◇ **ACTION:** Develop and implement an annual performance assessment system that rewards excellence, provides timely and meaningful feedback, and supports employee growth (2023-2026)
- ◇ **ACTION:** Provide and/or support opportunities for staff participation in professional organizations, academic or industry publication, and presentations at professional meetings (2023-2026)

OBJECTIVE: Provide best-in-class organizational experience to support satisfaction, loyalty, and retention of employees.

- ◇ **ACTION:** Develop and implement an onboarding experience that promotes new staff connection to our mission and culture while providing tools and information necessary to ensure a successful transition from candidate to fully integrated team member (2023-2026)
- ◇ **ACTION:** Review Employee Handbook annually and update as necessary; ensuring content is consistent with new laws, modern practices, and Valley District's expectations and culture (2023-2026)
- ◇ **ACTION:** Develop and implement employee newsletter or other engagement tools to keep staff informed, recognize achievement, and celebrate milestones of employees and the District (2023-2026)
- ◇ **ACTION:** Optimize standard operating procedures within the organization to streamline administrative processes and procedures and maximize efficiencies for staff (2023-2026)
- ◇ **ACTION:** Develop and/or support best practices that promote effective workflow management to minimize burnout while maximizing sustainable productivity (2023-2026)

GOAL 5.2 – Sustain long-term business continuity.

OBJECTIVE: Develop a succession plan for the next 10 years.

- ◇ **ACTION:** Develop long-term workforce blueprint identifying staffing and skillset needs for future projects and initiatives (2023)
- ◇ **ACTION:** Assess staff knowledge, skills, abilities and interest for succession to growth roles within Valley District; identify skill gaps for development (2023)
- ◇ **ACTION:** Support development of team members to be competitive for successor roles (2023-2026)
- ◇ **ACTION:** Identify new positions or staff needed to support blueprint needs (2023-2026)

GOAL 5.3 – Sustain a Safety Culture.

OBJECTIVE: Develop and implement a districtwide safety program.

- ◇ **ACTION:** Ensure mandated safety training is offered and completed; and monitor for renewal training (2023-2026)
- ◇ **ACTION:** Craft and implement standard operating procedures for safety and provide training (2023-2026)
- ◇ **ACTION:** Implement a safety audit program to identify safety practices and safety gaps; create and implement appropriate corrective measures (2023-2026)

OBJECTIVE: Create and sustain an expectation of a safe working environment that is integrated into all aspects of the organization and promoted by all employees.

- ◇ **ACTION:** Establish a safety committee comprised of employee representation from all departments (2023)
- ◇ **ACTION:** Establish process for sharing safety information, such as monthly email blast on a timely topic, safety section in employee newsletter (2023)
- ◇ **ACTION:** Implement a safety hazard reporting system (2023)
- ◇ **ACTION:** Establish safety recognition program to celebrate safe behaviors and applaud safety-based innovation (2023)
- ◇ **ACTION:** Participate in a formal Safety Campaign to increase awareness on specific issues and increase visibility (2023)



STRATEGY #6 - Commit to Effective Governance through Board Leadership Development.

GOALS

6.1 – Develop and sustain Board of Directors’ standards and expectations.

6.2 – Develop and sustain a Board culture of learning and continuous development.

6.3 – Facilitate Board of Directors’ role as proactive ambassador of the District to the community.

GOAL 6.1 – Develop and sustain Board of Directors’ standards and expectations.

OBJECTIVE: Maintain Board of Directors Handbook.

- ◇ **ACTION:** Update current Handbook to be consistent with current laws and other requirements, desired practices of the Board, and the Mission, Vision, and Values identified in the Strategic Plan (2023)
- ◇ **ACTION:** Review and consider necessary updates to the Directors Handbook every 2 years (2025)

OBJECTIVE: Ensure effective team dynamics through training.

- ◇ **ACTION:** Continue Board Leadership Training with Nate Sassaman (2024)
- ◇ **ACTION:** Consider Cultural Intelligence training for the Board (2023-2026)
- ◇ **ACTION:** Consider CSDA Special District Leadership Academy **ACTION:** Provide and/or support opportunities for stretch assignments where possible and appropriate to encourage growth of skills, knowledge, and responsibilities (2023-2026)

OBJECTIVE: Develop and implement high-impact Director onboarding program.

- ◇ **ACTION:** Create resource guide to include Valley District history, Strategic Plan, and culture (2023)
- ◇ **ACTION:** Conduct local facilities tour for new Director to understand infrastructure, projects, and connections to regional infrastructure within first 3 months of service (2023-2026)
- ◇ **ACTION:** Facilitate Director participation in State Water Project tour within first year of service (2023-2026)
- ◇ **ACTION:** Facilitate one-on-one meetings with department heads to provide overview of key duties, projects, and initiatives within first 60 days (2023-2026)
- ◇ **ACTION:** Establish talking points for use while new Director learns the Valley District responsibilities, mission, and projects (2023-2026)

GOAL 6.2 – Develop and sustain a Board culture of learning and continuous development.

OBJECTIVE: Establish and support an annual development program for Directors.

- ◇ **ACTION:** Seek and secure training on desired topics for upcoming year(2023-2026)
- ◇ **ACTION:** Develop training calendar training for the upcoming year (2023-2026)

OBJECTIVE: Deliver regular and consistent messaging to the public and other agencies about the District, our direction, projects and initiatives.

- ◇ **ACTION:** Develop a Director Speaker series for consistent messaging and venues (2023)
- ◇ **ACTION:** Commit to individual speaking engagements in the community (2023-2026)

GOAL 6.3 – Facilitate Board of Directors’ role as proactive ambassador of the District to the community and other elected officials within our region and the state.

OBJECTIVE: Engage proactively with other elected officials and community stakeholders .

- ◇ **ACTION:** Regularly meet one-on-one with retail agency elected counterparts to promote open communication and understanding of both agencies’ projects and initiatives (2023-2036)
- ◇ **ACTION:** Support Legislative Committee meetings with state and federal elected officials (2023-2026)
- ◇ **ACTION:** Consider continuing Santa Ana River Mayors’ Breakfasts or other convening opportunity for elected officials (2024)
- ◇ **ACTION:** Continue hosting annual ASBCSD Dinner (2023-2026)