



# The meeting teleconference will begin shortly

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# Call to Order

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Board of Directors Workshop - Engineering  
Tuesday, September 13, 2022

*Chairperson – Director Harrison*  
*Vice-Chair – Director Hayes*

# Introductions

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*Following the introduction of Directors and District staff, participants may use this time to state their name and agency/affiliation in order to be included in the formal record of attendees.*

# Public Comment

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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.



# Summary of Previous Meeting (Pg. 3)

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Board of Directors' Workshop - Engineering – August 9, 2022

# Discussion Item 4.1 (Pg. 9)

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**Heather Dyer, MS, MBA** – Chief Executive Officer/General Manager

Discussion of 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.

# *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, milestones, 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.*

## **GOALS**

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

***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.***

## **GOALS**

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

**GOAL 2.2** – Increase local water supplies.

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

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

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



***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.*

## **GOALS**

- **GOAL 3.1** - Develop strong foundation of information from which to make decisions.
- **GOAL 3.2** - Develop technological tools to provide efficient, cost-effective solutions.
- **GOAL 3.3** - Ensure security of District information assets and facilities.
- **GOAL 3.4** - Reduce potential damage recovery costs.
- **GOAL 3.5** - Respond effectively to a physical or cyber emergency.

## ***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.***

## **GOALS**

**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.

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

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

**GOAL 4.4** - Build affordable and equitable local water supply projects.





***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.***

**GOALS**

- **GOAL 5.1** - Attract and retain highest quality workforce.
- **GOAL 5.2** - Sustain long-term business continuity.
- **GOAL 5.3** - Sustain a Safety Culture.

## ***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.**

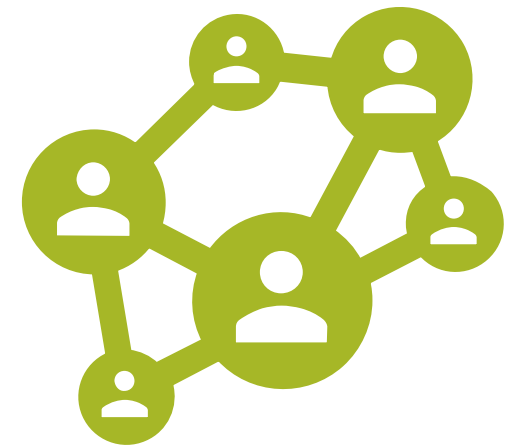
- ✓ **OBJECTIVE:** Ensure competitive salary and modern benefit offerings.
- ✓ **OBJECTIVE:** Promote a growth-oriented culture and rewarding career trajectory within Valley District.
- ✓ **OBJECTIVE:** Provide best-in-class organizational experience to support satisfaction, loyalty, and retention of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

**GOALS**

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

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

**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.



## ***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.

# Director Comments and Discussion

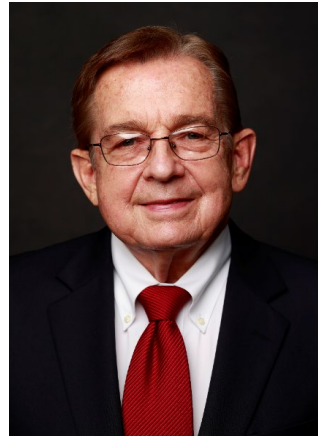
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**Paul Kielhold**  
President



**June Hayes**  
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Harrison**  
Treasurer



**Gil J. Botello**  
Director



**Susan Longville**  
Director

## 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.



# Future Business

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# Adjournment

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