



A REGIONAL WATER AGENCY  
SINCE 1954

# STRATEGIC PLAN:

## *Goals & Objectives*



# STRATEGIC PLAN FRAMEWORK

San Bernardino Valley's Strategic Plan Framework includes two primary components. The first component, ***Strategic Plan: Our Foundation*** is intended to be long lasting and foundational, only requiring updates every 5-10 years or longer.

This document is the second component - ***Strategic Plan: Goals & Objectives***. It builds upon ***Our Foundation*** and is intended to be a more frequently updated, tactical document that aligns with San Bernardino Valley's annual budgeting process.





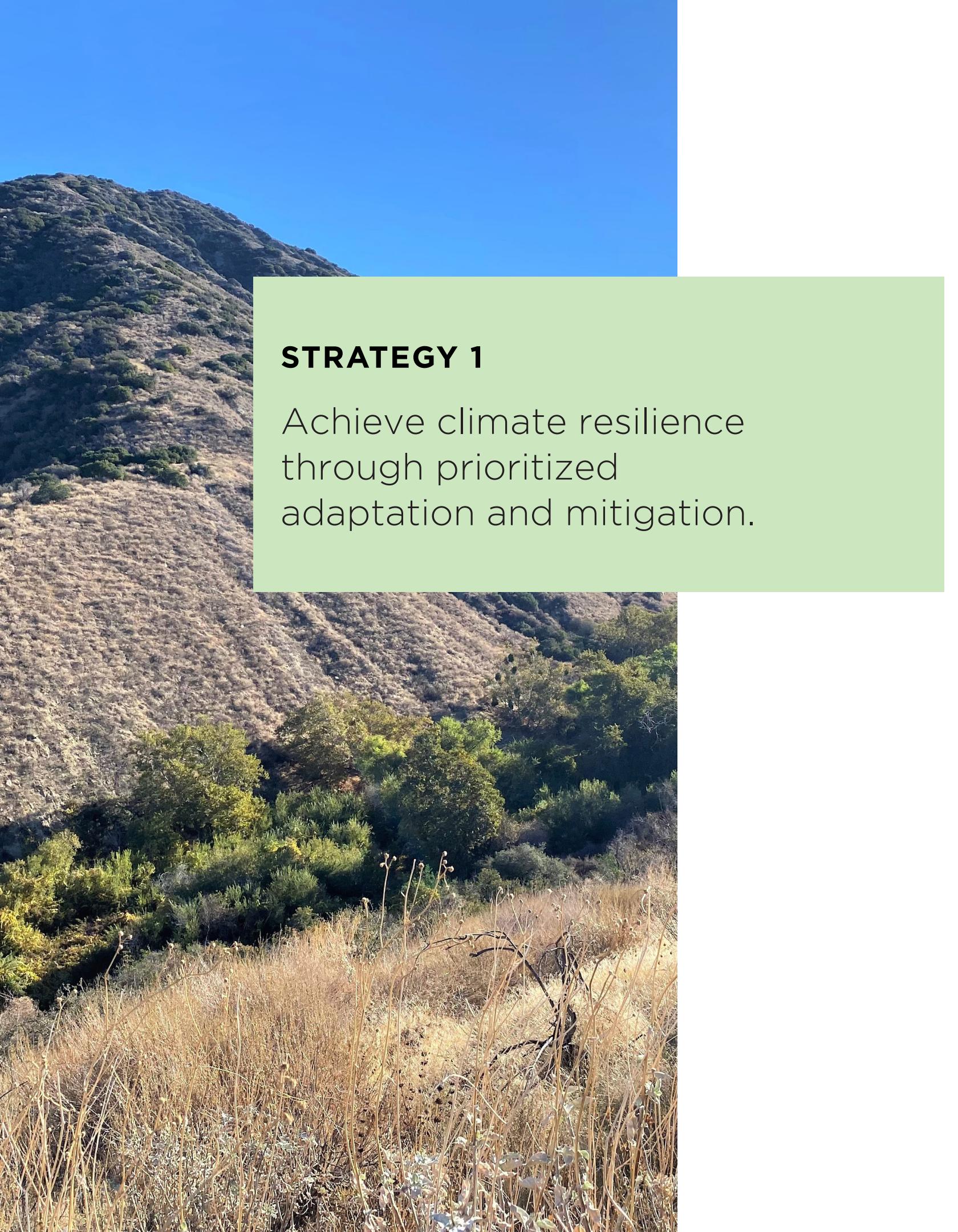
## STRATEGIC PLAN: GOALS & OBJECTIVES

Defines how San Bernardino Valley will accomplish its mission and achieve its vision. The ***Strategic Plan: Goals & Objectives*** is an active instrument; a tactical plan that builds upon ***Our Foundation*** by setting clear goals, performance measures and actions to help San Bernardino Valley achieve its Mission.

## STRATEGIC PLAN: OUR FOUNDATION

Captures San Bernardino Valley's purpose, unique identity, long term aspirations, and strategies to reach its desired future state. This foundational, long lasting document crystallizes who we are and what we do.

The ***Strategic Plan: Our Foundation*** is used in partnership with the ***Strategic Plan: Goals & Objectives*** to set priorities, establish annual action plans, and problem solve with integrity.

The image shows a large, dry, brown hillside under a clear blue sky. The hillside is covered in sparse, dry vegetation and appears to be in a semi-arid or dryland environment. The sky is a vibrant blue with no visible clouds.

## STRATEGY 1

Achieve climate resilience  
through prioritized  
adaptation and mitigation.

**GOAL 1.1**

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

**Objectives**

1. Develop a 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.
2. Protect Agency assets and habitat investments from risks associated with future changes in hydrology conditions.
3. Protect water diversion infrastructure, water quality, and habitat investments in the headwaters by proactively minimizing risk of catastrophic wildfire and local flooding.

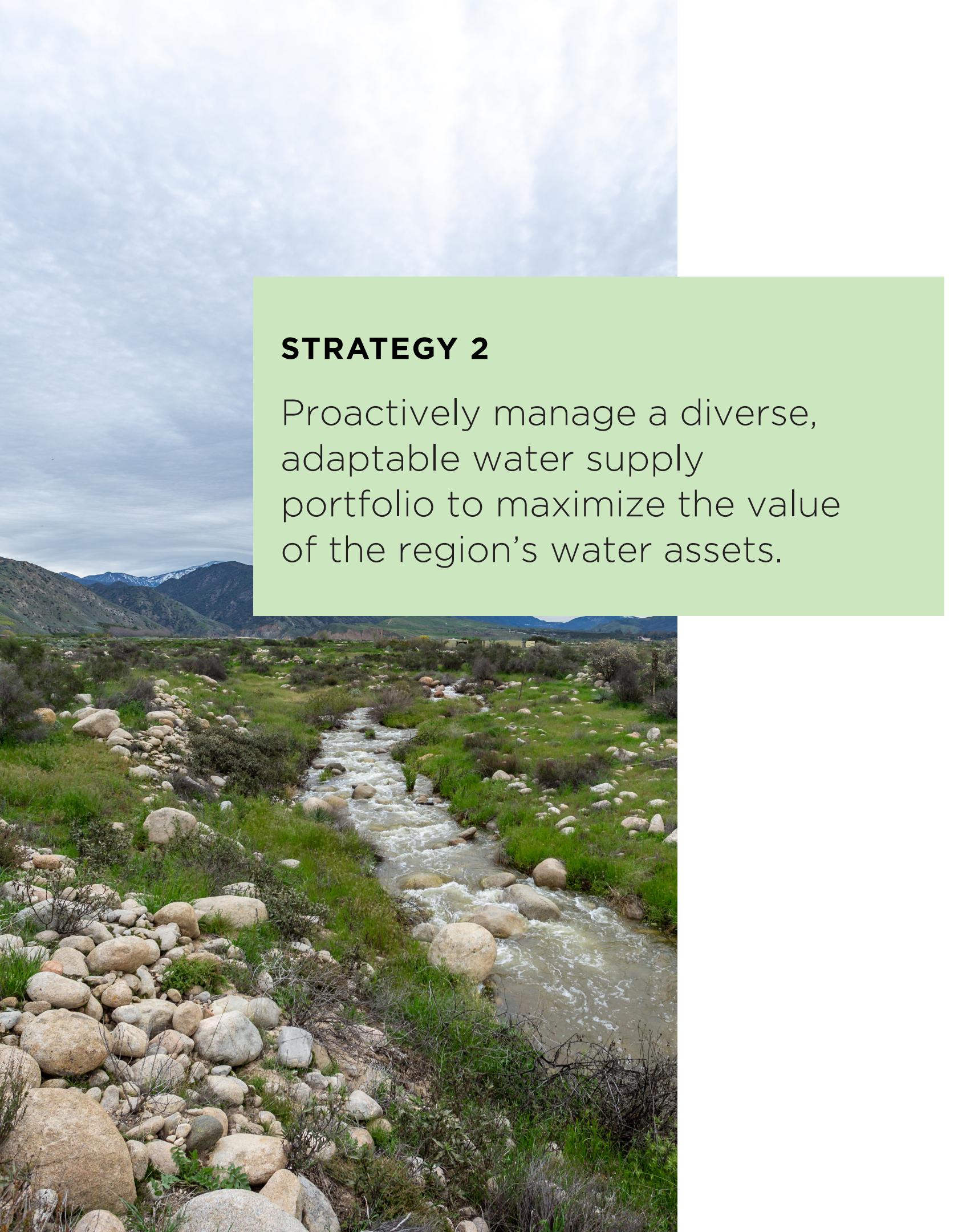


**GOAL 1.2**

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

**Objectives**

1. Develop and implement regional projects that support water, energy, and habitat resilience under future unknown conditions.
2. Maximize reduction of Agency GHG emissions and use of renewable energy for local operations.
3. 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 supply reliability from the State Water Project.

**Objective**

1. Progress on design, planning, and environmental requirements for Sites Reservoir and Delta Conveyance Project.

**GOAL 2.2**

Increase local water supplies.

**Objectives**

1. Implement Regional Recycled Water System.
2. Establish water conservation as an authorized use of Seven Oaks Dam.
3. Implement Regional Stormwater Capture Program.

## GOAL 2.3

Protect and maximize value of local groundwater basins.

### Objectives

1. Ensure long-term groundwater sustainability.
2. Increase basin storage and manage for regional benefit.
3. Protect and enhance water quality.



## GOAL 2.4

Maximize operational flexibility and connection of assets within San Bernardino Valley and regional water infrastructure systems.

### Objectives

1. Improve connections between San Bernardino Valley infrastructure and retail or other partner agencies to facilitate transfer of water through region.
2. Develop opportunities for new recharge and/or storage within the region.



**GOAL 2.5**

Lead regional planning efforts to ensure reliable water supplies.

**Objectives**

1. Receive and maintain permit for the Upper Santa Ana River Habitat Conservation Plan, which authorizes water supply projects over the next 50 years.
2. 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.

**Objectives**

1. Invest in high quality, defensible scientific and financial data.
2. 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.

**Objectives**

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



### GOAL 3.3

Ensure security of Agency information assets and facilities.

#### Objectives

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

### GOAL 3.4

Reduce potential damage recovery costs.

#### Objective

1. Maintain redundant backups of all business-critical information assets.

**GOAL 3.5**

Respond effectively to a physical or cyber emergency.

**Objectives**

1. Develop a formal Disaster Recovery Plan.
2. 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 San Bernardino Valley 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.

**Objectives**

1. Complete and implement the Strategic Communications & Engagement Plan.
2. Build high-trust/high-value relationships with local media to position San Bernardino Valley as the expert on local, regional and statewide water issues.

## GOAL 4.2

Enhance engagement with retail water agencies and other regional stakeholders.

### Objective

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



## GOAL 4.3

Improve San Bernardino Valley's presence and connections with the communities we serve.

### Objective

1. Increase public outreach and engagement with the community.



**GOAL 4.4**

Build affordable and equitable local water supply projects.

**Objectives**

1. Develop long-term financial strategy to construct local water supply projects.
2. 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.

**Objectives**

1. Ensure competitive salary and modern benefit offerings.
2. Promote a growth-oriented culture and rewarding career trajectory within San Bernardino Valley.
3. Provide best-in-class organizational experience to support satisfaction, loyalty, and retention of employees.

**GOAL 5.2**

Sustain long-term business continuity.

**Objective**

1. Develop a succession plan for the next 10 years.



## GOAL 5.3

Sustain a safety culture.

### Objectives

1. Develop and implement an agency-wide safety program.
2. Create and sustain an expectation of a safe working environment that is integrated into all aspects of the organization and promoted by all employees.







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## STRATEGY 6

Commit to Effective  
Governance through Board  
Leadership Development.



**GOAL 6.1**

Develop and sustain Board of Directors' standards and expectations.

**Objectives**

1. Maintain Board of Directors' handbook.
2. Ensure effective team dynamics through training.
3. Develop and implement high-impact Director onboarding program.

**GOAL 6.2**

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

**Objectives**

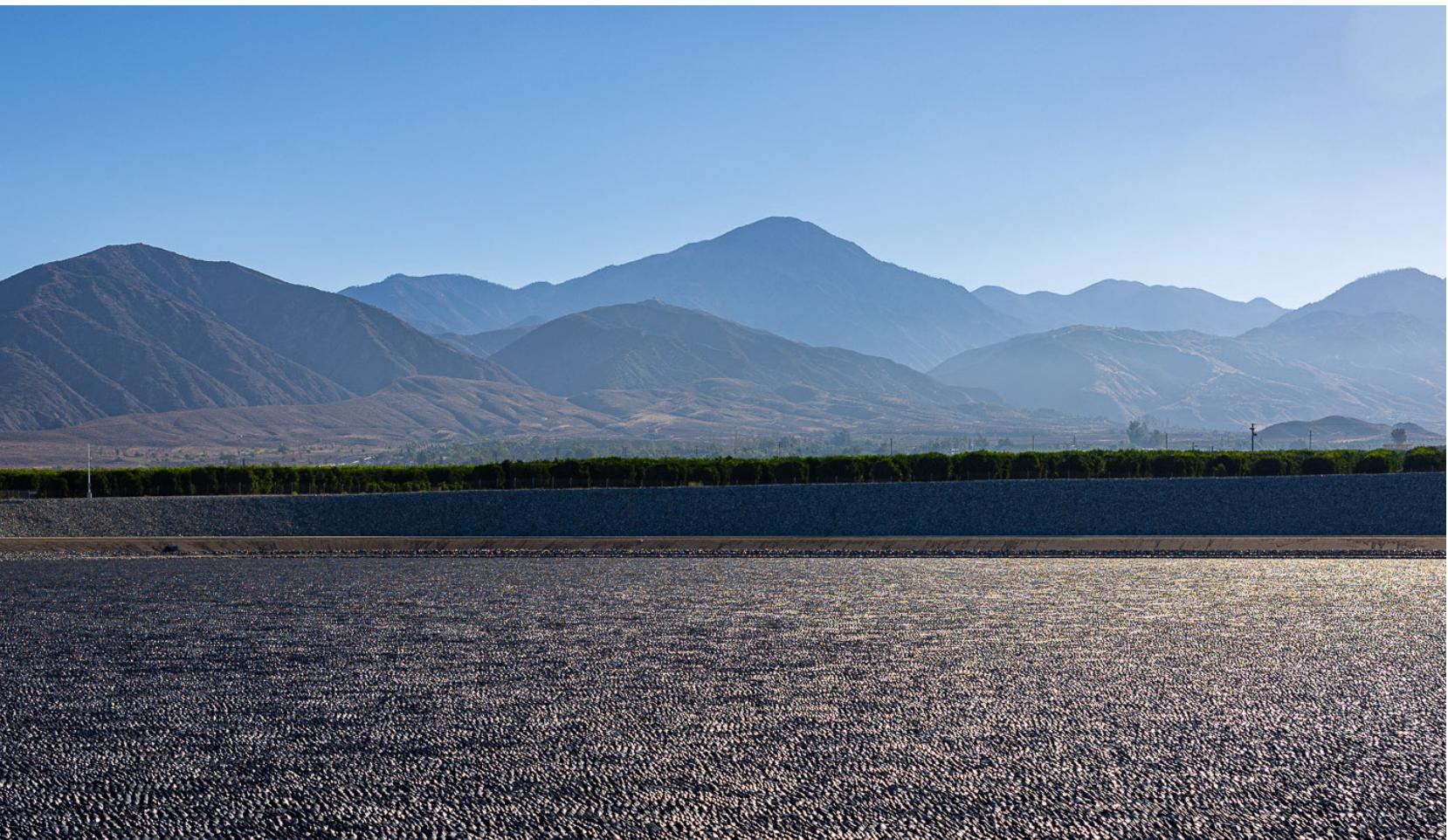
1. Establish and support an annual development program for Directors.
2. Deliver regular and consistent messaging to the public and other agencies about San Bernardino Valley, our direction, projects and initiatives.

### GOAL 6.3

Facilitate Board of Directors' role as proactive ambassador of San Bernardino Valley to the community and other elected officials within our region and the state.

#### Objective

1. Engage proactively with other elected officials and community stakeholders.







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*Prepared in collaboration with Water Systems Consulting, Inc.*