



A REGIONAL WATER AGENCY
SINCE 1954

STRATEGIC PLAN:

Our Foundation



STRATEGIC PLAN FRAMEWORK

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

The second component, ***Strategic Plan: Goals & Objectives***, 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.



A NOTE FROM...



THE BOARD OF DIRECTORS

When San Bernardino Valley Municipal Water District was formed in 1954, the needs of our watershed, customers, and region were vastly different than what they are today. Prolonged drought, litigation, population growth, habitat loss, and climate uncertainty have caused us to evaluate how we do business and adapt our approach to local water resource management. Through these challenges, we have grown to value partnerships, regional solutions, and creative problem-solving.

The Board of Directors is proud of all that San Bernardino Valley has accomplished over the past seven decades. The forethought of those before us and the innovation of today's leaders have defined us as a responsible and forward-thinking steward of our watershed.

While this foundational document focuses on our future aspirations, San Bernardino Valley's Board of Directors will continue to celebrate our rich history, struggles, and successes as a wholesale water provider serving the region. Through decades of challenges and triumphs, San Bernardino Valley has continually shown that – when we hold true to our mission, vision, and values while remaining committed to those we serve – we can achieve great things for our region.

Board of Directors



“

THE CHIEF EXECUTIVE OFFICER / GENERAL MANAGER

For nearly 70 years, San Bernardino Valley has evolved as an organization while remaining committed to our core principles. We are approaching the complex problems of today and tomorrow through a new lens, one that relies on regional collaboration, bold leadership, and innovative ideas.

San Bernardino Valley is not only working towards a resilient water supply but a holistically healthy watershed, a goal we cannot accomplish alone.

Much like the natural systems of our valley, the agencies and the people within our watershed are integrally connected. The engineers, policymakers, planners, educators, wildlife biologists, operators and citizens – all of us contribute to the health of our water systems and have a responsibility to protect the quality of life for our people and our shared environment. Through regional partnerships, trust, and respect, we are creating new relationships, breaking barriers, and challenging traditional approaches to water solutions that will support future generations to come.

The **Strategic Plan: Our Foundation** is an important milestone in our continuing evolution as an organization. It will serve as a basis for our future goal setting and action plans, help us measure our progress, and inspire us to do more to preserve and protect our region’s valuable water resources for a prosperous and resilient future.



A handwritten signature in blue ink that reads "Heather Dyer".

HEATHER P. DYER

STRATEGIC PLAN: OUR FOUNDATION ELEMENTS



- Our approach.
- Our focused solutions.
- Our character. How we act.
- Our desired future.
- Our purpose.

APPROACH

The ***Strategic Plan: Our Foundation*** crystallizes San Bernardino Valley's purpose and identity. It illustrates our character and tenacity.

To develop this foundational document, San Bernardino Valley's board and staff conducted a multi-year effort including a series of workshops, interviews, stakeholder meetings and expert-led discussions.

With hours of collaboration and input from staff, the Board of Directors, and partnering constituents, the Strategic Plan is a call to action that communicates San Bernardino Valley's unique purpose, identity, desired future state, and strategies to accomplish its long-term goals.

Comprising core values, a shared vision, and an ambitious mission, the ***Strategic Plan: Our Foundation*** represents alignment among the Directors, unity of staff, pride in the work accomplished, and an eagerness to overcome future challenges.







MISSION

VISION

VALUES

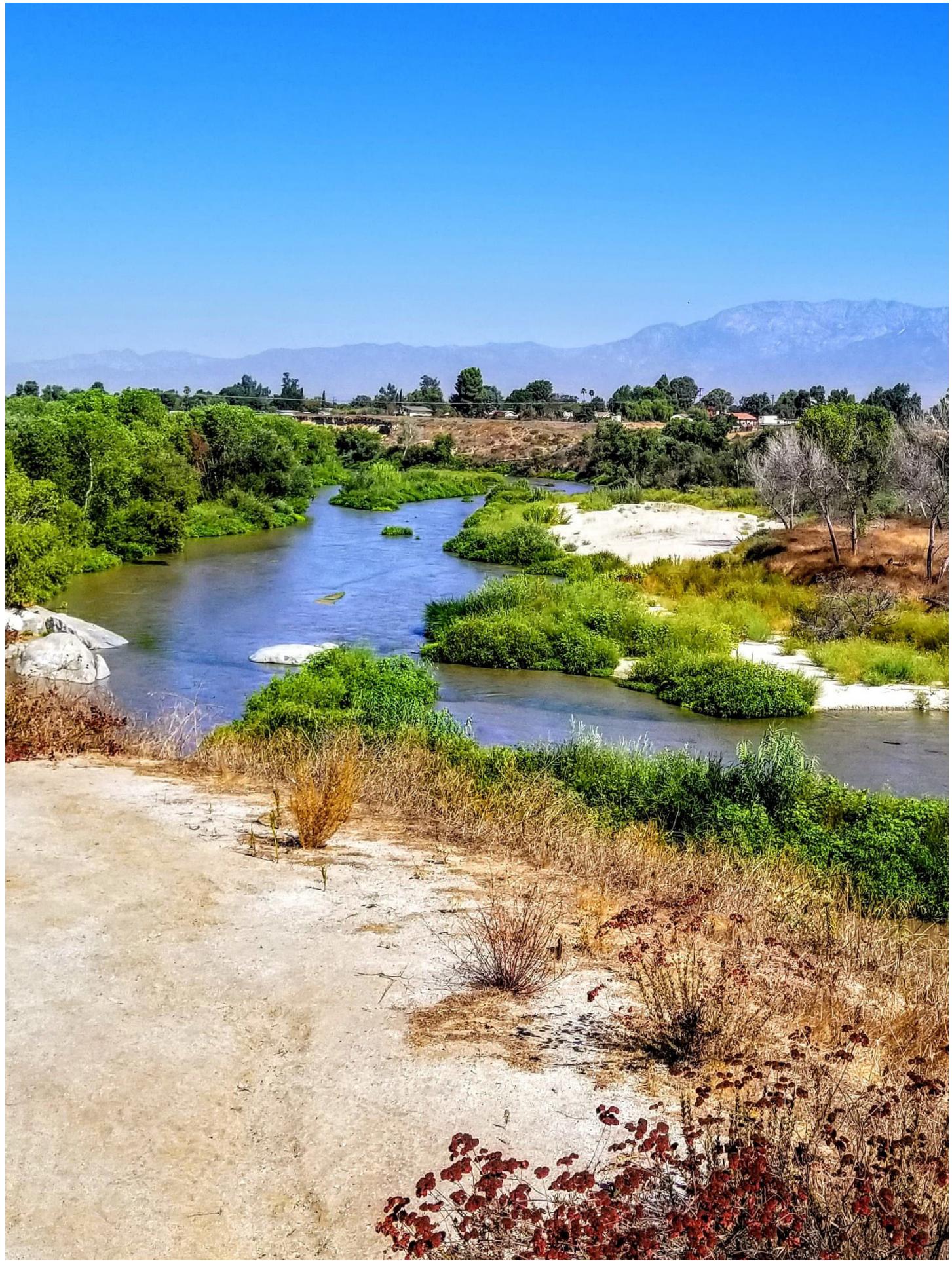
PRIORITIES

STRATEGIES

OUR *mission* IS TO...

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





MISSION

VISION

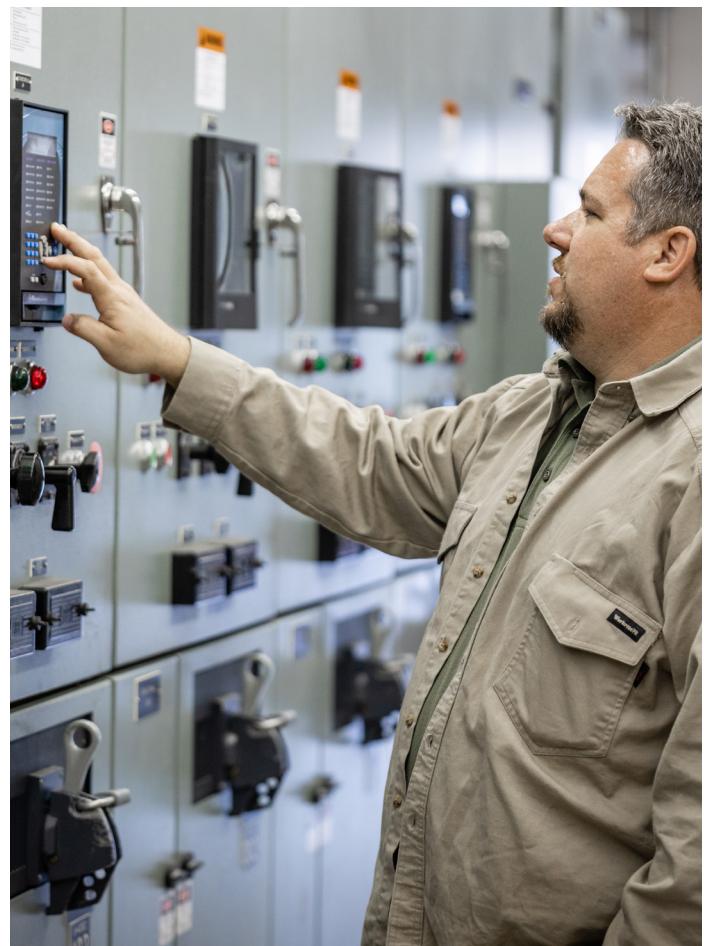
VALUES

PRIORITIES

STRATEGIES

OUR *vision* FOR THE FUTURE IS A...

Diverse, Equitable, and
Resilient Water Supply and
Healthy Watershed for
Future Generations.



WE ARE TRANSFORMATIVE BY LIVING OUR *values...*

MISSION
VISION
VALUES
PRIORITIES
STRATEGIES



COLLABORATIVE. TRUSTWORTHY.

Dedicated to work inclusively.

Committed to earn respect.



INNOVATIVE.

Proactive and effective problem-solvers.

DRIVEN.

Passionate and empowered leaders.

TRANSFORMATIVE
VALUES



OUR *priorities* ARE TO DELIVER SOLUTIONS THAT ARE...



RESILIENT.

Resilient to seismic conditions, drought, population growth and climate change.



RESTORATIVE.

Reduce carbon footprint and recover environmental health.



SCIENCE BASED.

Built from reliable regional data shared among all partners.



COST-EFFECTIVE.

Optimize operational efficiency and maximize benefits from ratepayer investments.



INTEGRATED.

Holistically optimize value to the region.

MISSION

VISION

VALUES

PRIORITIES

STRATEGIES

STRATEGIES
PRIORITIES
INTEGRATED
COST-EFFECTIVE
SCIENCE BASED
RESTORATIVE
RESILIENT



OUR *strategies*

ARE TO...

1

Achieve climate resilience through prioritized adaptation and mitigation.

2

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

3

Drive science-based decision making and proactive risk management.

4

Build trust by being a collaborative and resourceful partner through effective communication and engagement.

5

Attract and support top talent and promote a rewarding culture of growth and opportunity.

6

Commit to effective governance through Board leadership development.

MISSION
VISION
VALUES
PRIORITIES
STRATEGIES

STRATEGIES

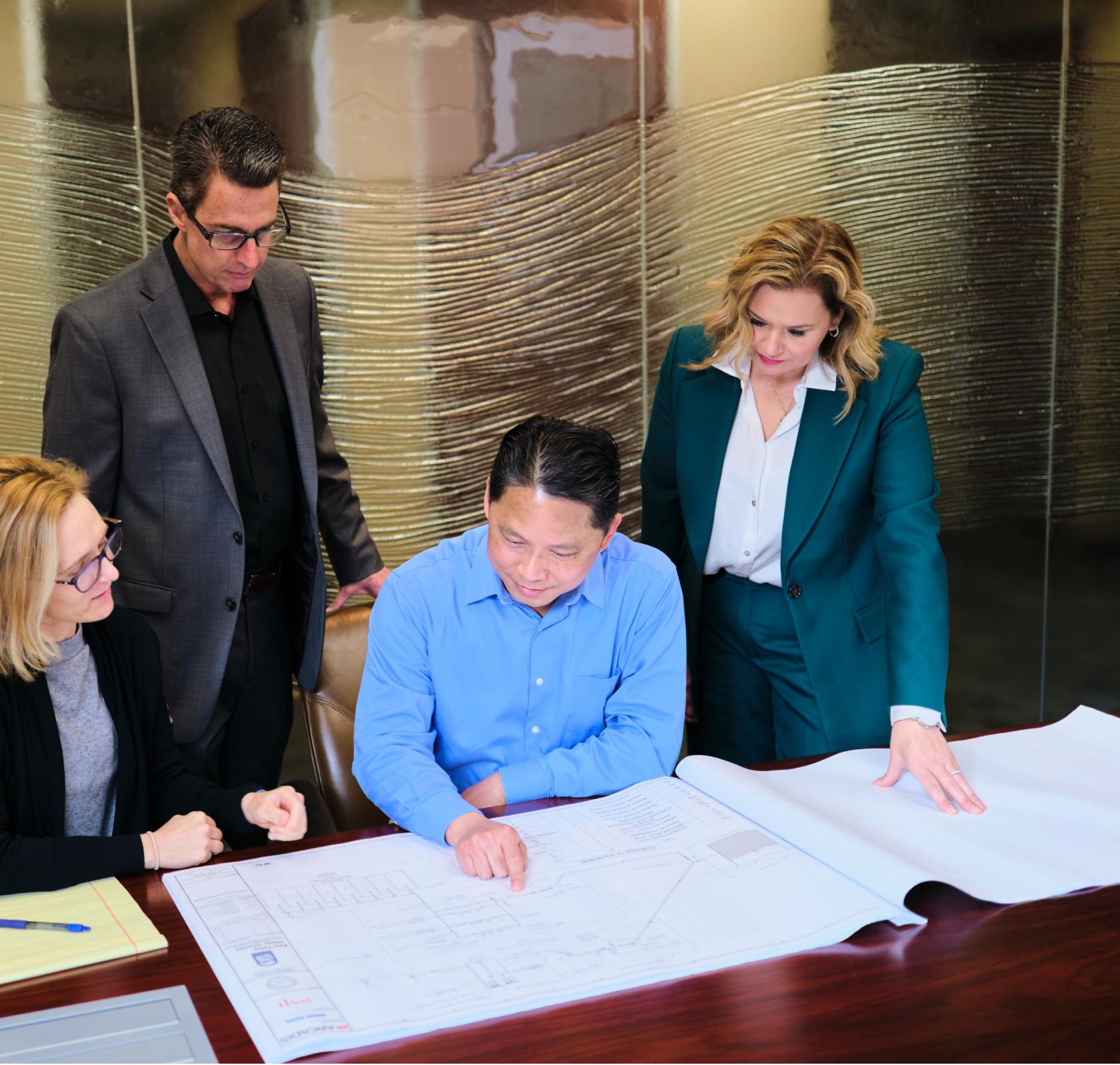
NEXT STEPS

IMPLEMENTING THE PLAN

The ***Strategic Plan: Our Foundation*** is a trusted compass that will guide San Bernardino Valley to serve our community, care for our watershed, and ensure a resilient water future for our region. 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 ***Strategic Plan: Goals & Objectives*** is an active instrument; a powerful tool that models our plans for the future. It captures desired outcomes of each strategy, clearly identifies next steps, tracks and measures key results. Together, these Strategic Planning documents clearly define how San Bernardino Valley will accomplish its mission and achieve its vision.







The ***Strategic Plan: Our Foundation*** was made possible through the collective contributions of the 2020-2022 Board of Directors and San Bernardino Valley staff.





A REGIONAL WATER AGENCY
SINCE 1954

MUNICIPAL WATER DISTRICT



Prepared in collaboration with Water Systems Consulting, Inc.