



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.



## 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.

# 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*







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## 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



# ELEMENTS





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



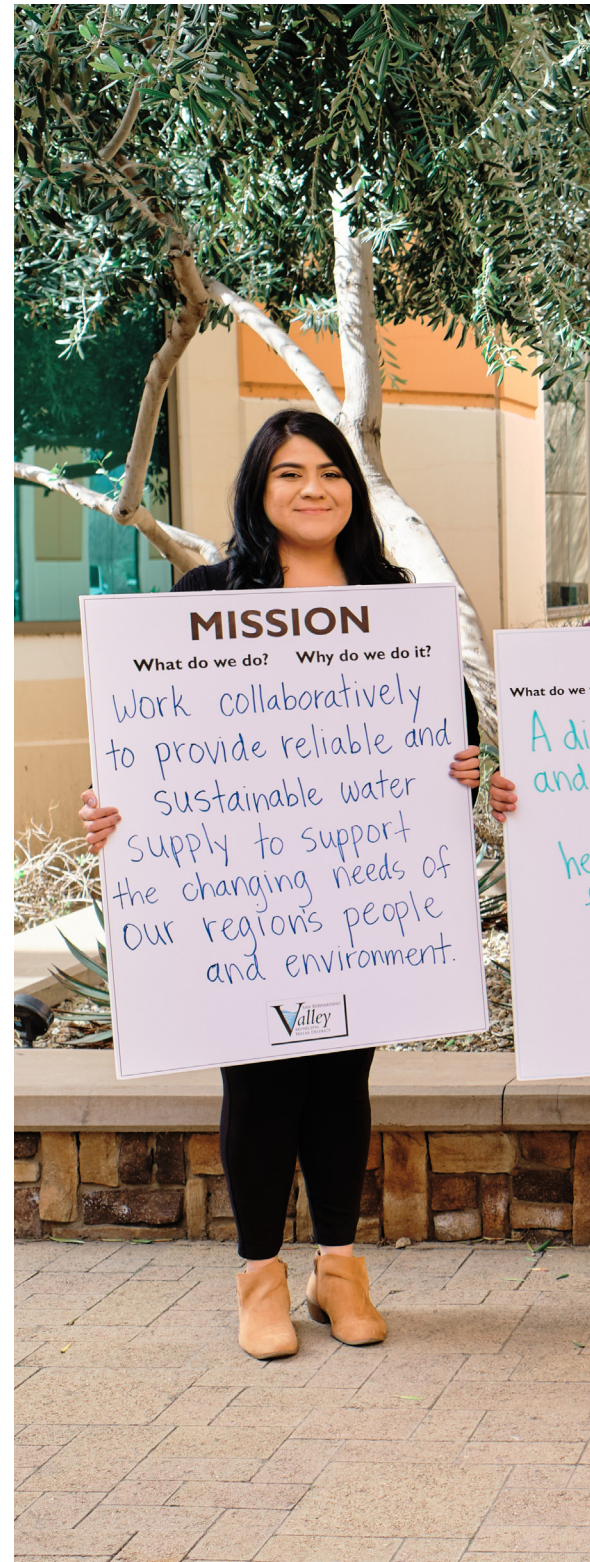
# APPROACH

The ***Strategic Plan: Our Foundation*** crystalizes 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.







## VISION

What do we want to be & what do we want to achieve?

versive, equitable, resilient water supply and healthy watershed for future generations.



## VALUES

How do we want to be recognized?

We are transformative...

- collaborative: dedicated to work inclusively.
- trustworthy: committed to earn respect.
- innovative: proactive and effective problem-solvers.
- driven: passionate and empowered leaders.



## STRATEGIES

How will we achieve our long-term goals?

- ★ Build trust by being a collaborative and resourceful partner through effective communication and engagement.
- ★ Attract and support top talent and promote a rewarding culture of growth and opportunity.
- ★ Commit to effective governance through Board leadership development.



## STRATEGIES

How will we achieve our long-term goals?

- ★ Achieve climate resilience through prioritized adaptation and mitigation.
- ★ Proactively manage a diverse, adaptable water supply portfolio to maximize the value of the region's water assets.
- ★ Drive science-based decision making and proactive risk management.









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MISSION

VISION

VALUES

PRIORITIES

STRATEGIES

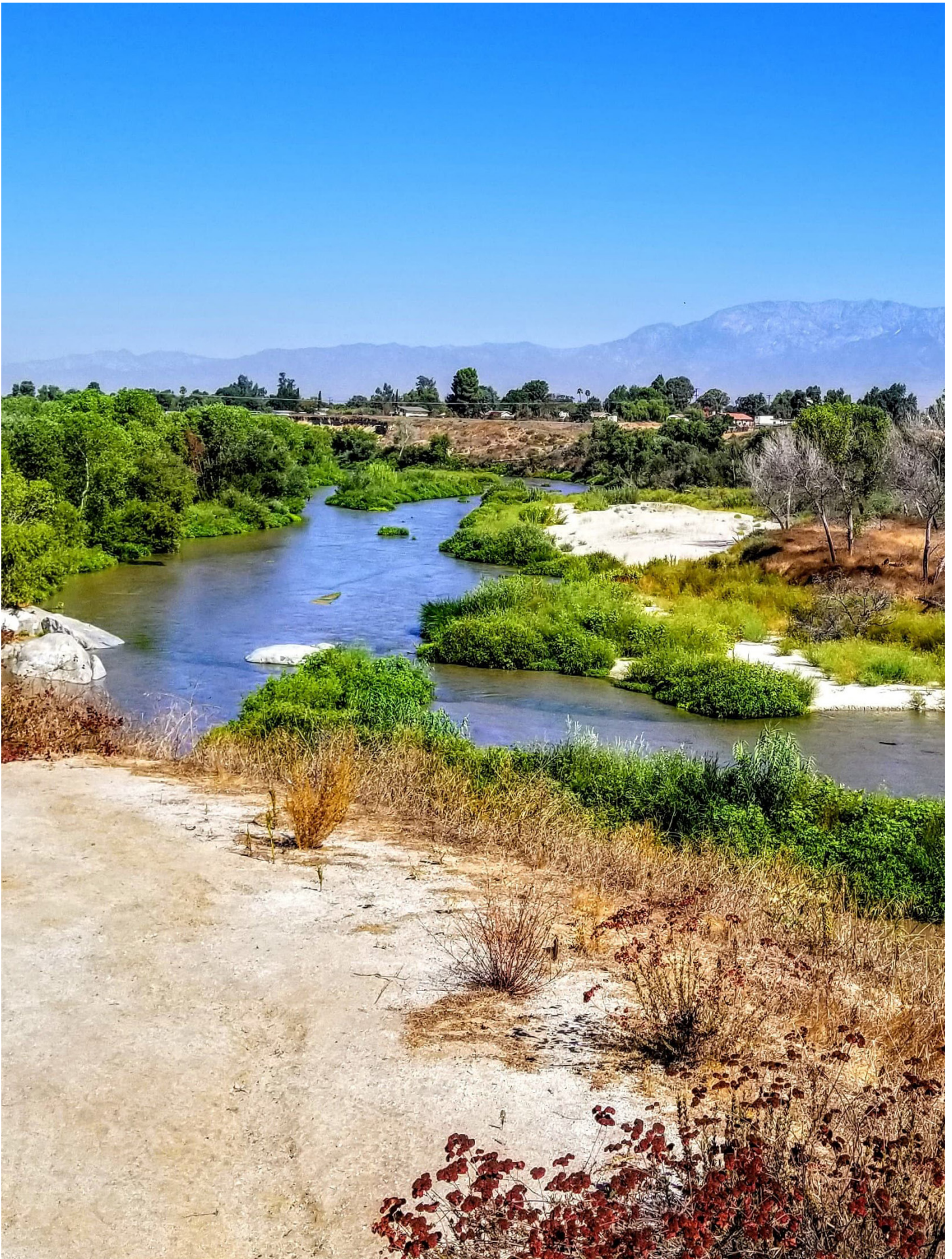
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# OUR *MISSION* IS TO...

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

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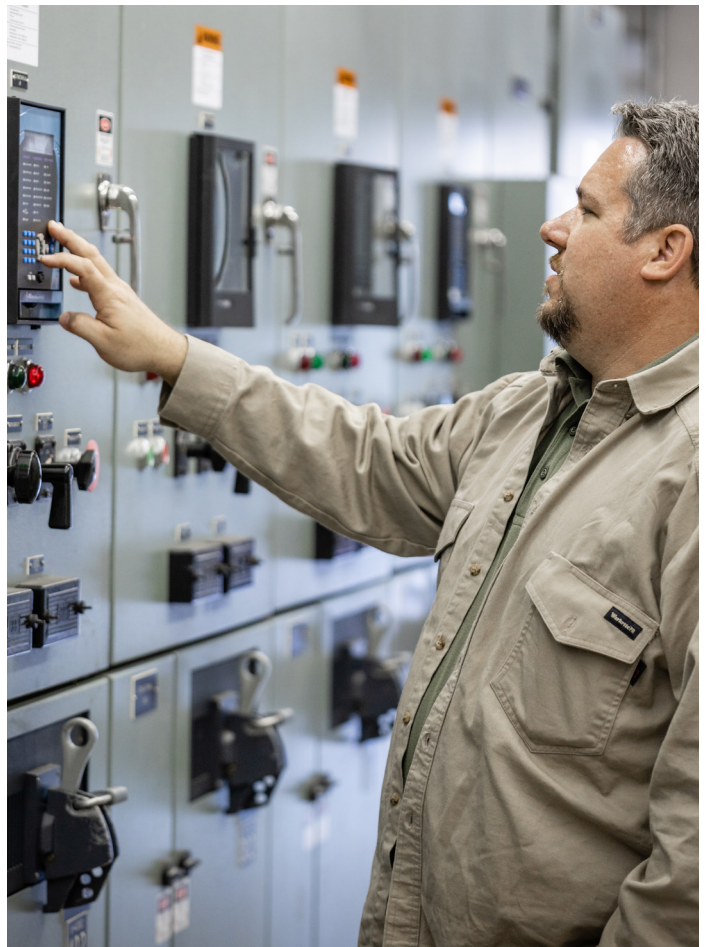
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# OUR *Vision* FOR THE FUTURE IS A...

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

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



## **COLLABORATIVE.**

Dedicated to work inclusively.



## **TRUSTWORTHY.**

Committed to earn respect.



## **INNOVATIVE.**

Proactive and effective problem-solvers.



## **DRIVEN.**

Passionate and empowered leaders.

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# 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.

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# OUR *strategies* ARE TO...

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**STRATEGIES**

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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.

STRATEGIES



## NEXT STEPS

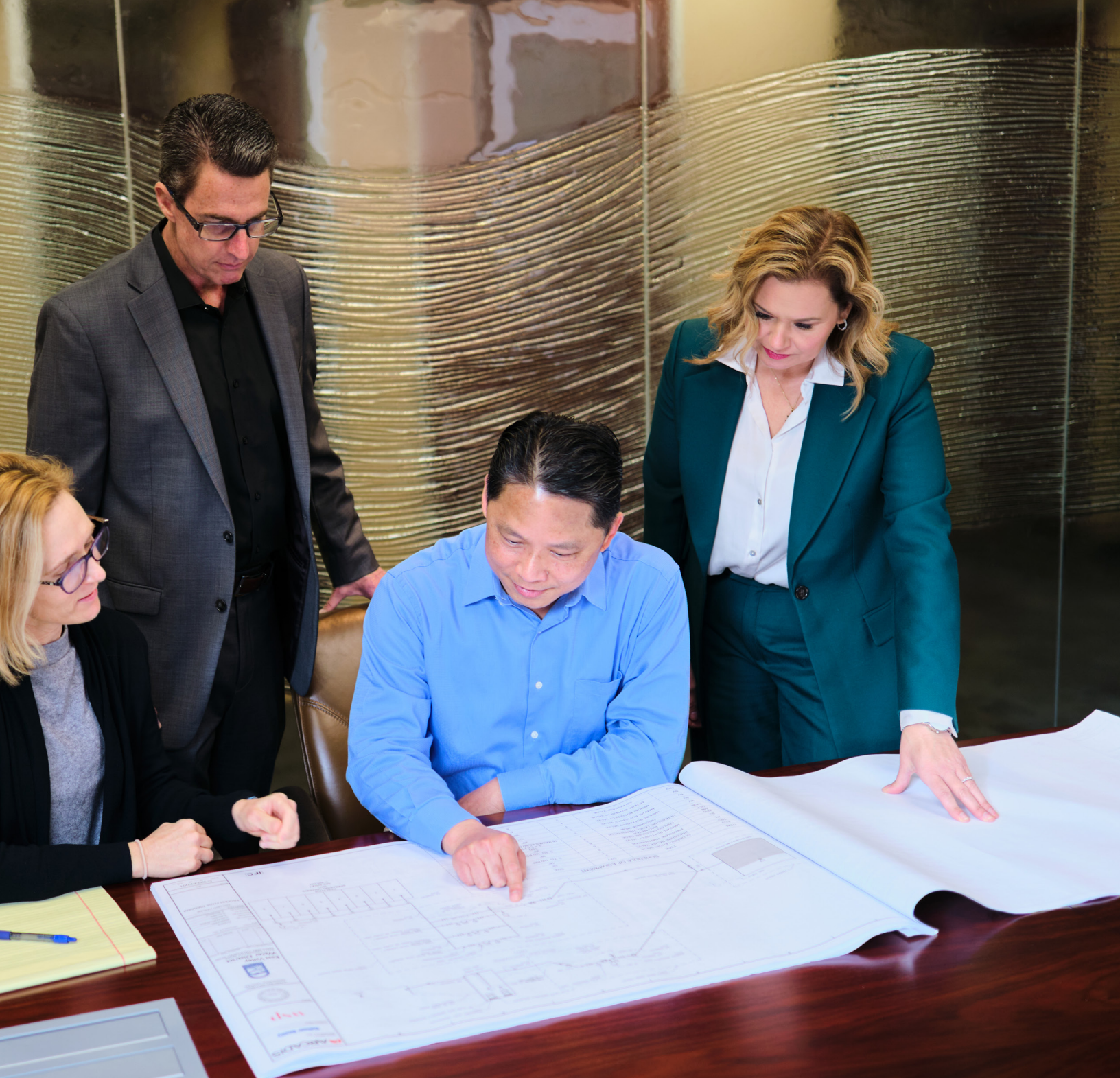
# IMPLEMENTING THE PLAN

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.



**SAN BERNARDINO  
VALLEY** | A REGIONAL WATER  
AGENCY SINCE 1954







A REGIONAL WATER AGENCY  
SINCE 1954

MUNICIPAL WATER DISTRICT



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