

San Bernardino Valley Water Conservation District

Final

***Strategic Plan Framework***



# Forward

***This document presents a preliminary draft, high-level overview of San Bernardino Valley Water Conservation District's strategic direction for the next 5-years. Its purpose is to summarize the general, concepts and framework for the District's proposed vision and future direction, its long-term goals and approach.***

***The content of this preliminary document is based on inputs from and interpretation/summary of: 1) Board Director, Staff and third-party responses obtained from a 2009 Planning Survey, 2) working information and meeting inputs provided by District Board of Directors and Staff, 3) existing District reports and documentation, and 4) authorized input from other sources familiar with the District and its operation. All inputs and contributions to the planning effort have been accepted as valid without further research or verification.***

***At this stage of the planning process, the accompanying summary document is intended to serve as a preliminary draft for review and discussion by the District's Board of Directors on April 7, 2010. If adopted by the District's Board of Directors, this strategic framework will then serve as a tool to guide District staff's implementation activities and to focus future Board conversations on key strategic issues.***

***Comments on this preliminary draft document are welcomed from the District Board of Directors prior to and during the April 07, 2010 review meeting.***



# Executive Summary

*The San Bernardino Valley Water Conservation District (SBVWCD or District) is responsible for capturing and recharging local runoff to replenish local groundwater supplies. Originally organized as a Water Conservation Association in 1910, the SBVWCD became a Water Conservation District in the 1930's under the Water Conservation Act of 1931. Since that time, the SBVWCD has operated as a Special District with the primary goal of conserving water via recharge facilities located in two areas near the Santa Ana River and Mill Creek.*

*Recently however, the District has experienced financial and other difficulties following a long but successful defense against consolidation under LAFCO 3076. The District now finds itself in a challenging period with an uncertain future regarding its role in local water affairs and its contribution to the San Bernardino Valley community which it serves. In response to these challenges, the District has undertaken a strategic planning process to define its future goals and direction, and to create a vision for how it will serve the community over the next 5 years. This preliminary document is a result of the District's vision and efforts to plan effectively for its future service to the community.*

*The District is unique among other agencies in the region in that it controls significant parcels of land, in addition to performing various services that help conserve water in a densely populated region and State beleaguered by extended drought. The District also holds significant water rights as part of its original charter formation. It is this combination of water and land assets, together with a clear vision for the future that defines how it plans to serve the inhabitants of the San Bernardino Valley Watershed.*

*The District's vision entails an expanded organization that makes full use of its assets to benefit the community. It's current status is that of a small Water Conservation District focused on groundwater recharge of local runoff. Its historic contribution to the Valley's water supply is not obvious to most citizens, and its existence and value added is relatively unknown. The District however, sees things differently. Its new vision for the future is to use the District's unique land and water assets to provide the community with a much broader array of benefits. They envision a Resource Management and Water Conservation Authority that not only provides expanded services in water resource management, but that also provides environmental conservation and recreation resource opportunities for the Region by using its unique land assets and the vision of its stakeholders.*

*Six areas of strategic focus and their respective long-term goals are proposed by the District:*

- o **Secure Organizational Foundation**
  - *A renewed, financially viable District organization with a secure foundation to better serve the community*
- o **Water Resource Conservation and Management**
  - *Increased, enhanced contribution to Basin water resource conservation and management*
- o **Environmental Conservation and Sustainability**
  - *District-managed lands under effective stewardship for environmental conservation, habitat preservation and mitigation*
- o **Water Use Conservation**
  - *Programs and services to improve non-retail, outdoor water use efficiency and conservation in the Valley Watershed*
- o **Community Recreation Resources**
  - *New recreation, park, open space, and trail opportunities for the San Bernardino Valley community*
- o **Integrated Resource Management**
  - *Serve as regional model for integrated land/water environmental conservation and management of natural resources.*

*The District plans a three-phase, structured strategic effort: 1) Fix and preserve - its core functions and financial/organizational viability, 2) Initial progress - to expand its water and land activities through partnership with other entities, organizations, and the community at large, and 3) Careful evolution - developing new initiatives, services and benefits for the community consistent with the long-term strategy. Central to the District's proposed strategy is a purposeful shift towards external affairs; outreach, collaboration, partnership, and joint cooperation with others. It is the District's view that water and environmental issues in California have evolved to a point of complexity where individual initiatives and solutions are less effective, and greater community benefit can be achieved through cooperative efforts.*

*The accompanying preliminary "Strategic Framework" document summarizes the District's general approach to achieving its goals over the next 5 years. This is a preliminary draft document meant for review and discussion by the District Board of Directors on April 07, 2010.*

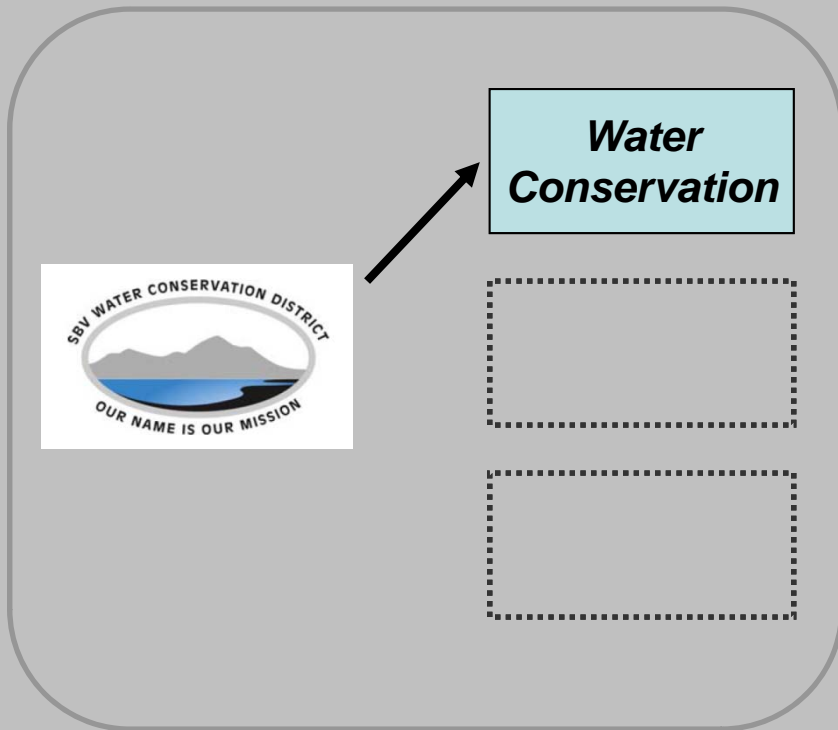


# Seeing Things Differently.....

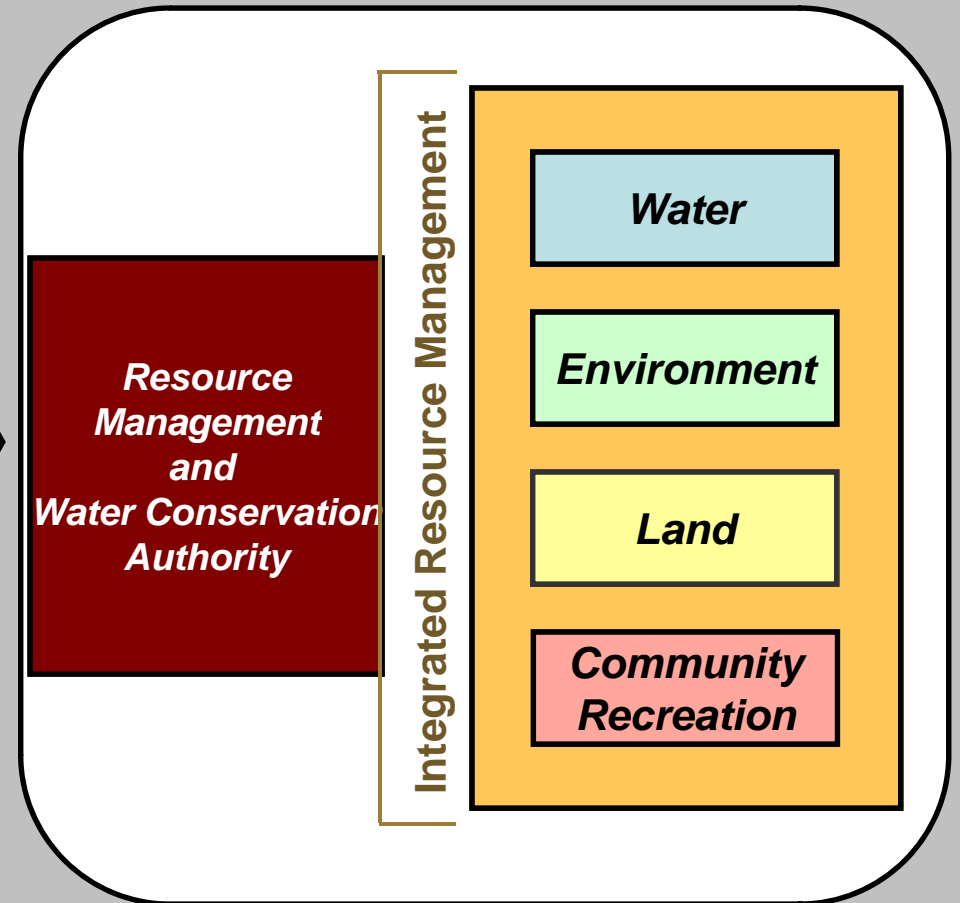


# *The District Has Chosen a Future Direction Involving Expanded Service and Stewardship for the Community*

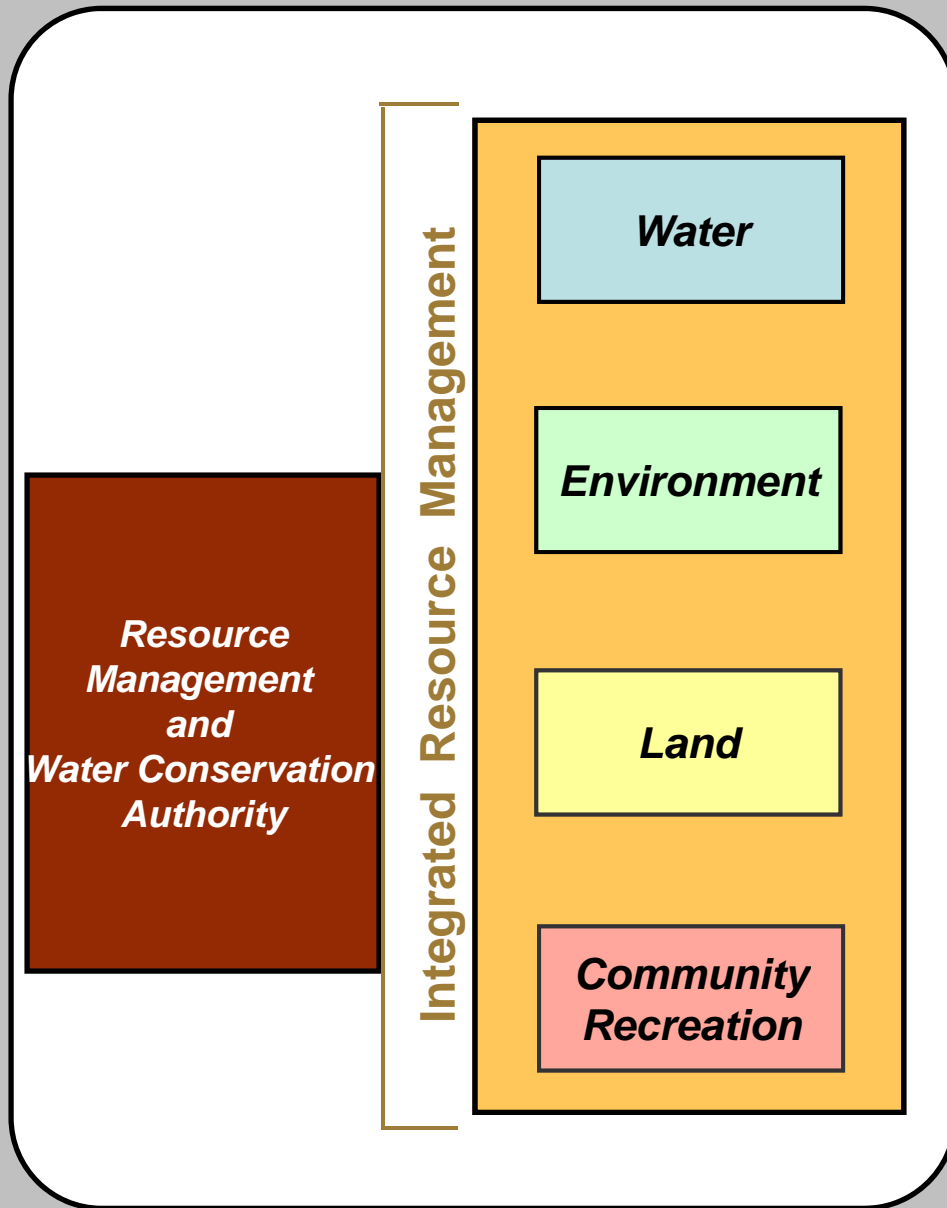
**From**



**To**



# The New Organization's Purpose Would be Bound by Common Threads



**Conservation Water Resources**

*Stewardship*

*Sustainability*

*Innovation*

*Education*

*Community-Building*



# ***The District's Proposed Mission Will Change - Broadening in Scope and Role***

***The Resource Management and Water Conservation Authority, as trustee, develops, integrates, and manages natural resources for the inhabitants of the San Bernardino Valley Watershed to maximize their use in an environmentally and economically responsible manner.***



# Proposed Goals Reflect the District's Short-Term Realities and Long-Term Vision and Intention

## Short-Term (1 year or <))

- Reliability of GW Charges  
  Wetlands Plan Approved  
  Obtain Seven Oaks Dam Property  
  Balance the Budget  
  Clarify District Water Rights  
  Charge for aggregate

## Plan Elements and Long-Term Goals (3-5 years)

|   |  |
|---|--|
| <p><b>Secure Organization Foundation</b></p>                  | <p><i>A renewed, financially viable District organization with secure foundation to better serve the community</i></p>             |
| <p><b>Water Resource Conservation &amp; Management</b></p>    | <p><i>Increased/enhanced contribution to Basin water resource conservation and management</i></p>                                  |
| <p><b>Environmental Conservation &amp; Sustainability</b></p> | <p><i>Effective stewardship of District-managed lands for environmental conservation, habitat preservation, and mitigation</i></p> |
| <p><b>Water Use Conservation</b></p>                          | <p><i>Programs and services to improve non-retail, outdoor water use efficiency and conservation in the Valley watershed</i></p>   |
| <p><b>Community Recreation Resources</b></p>                  | <p><i>New recreation, park, open-space, and trail opportunities for the Valley community</i></p>                                   |
| <p><b>Integrated Resource Management</b></p>                  | <p><i>Serve as a regional model for integrated land/water/environmental conservation and management of natural resources</i></p>   |





## ***Major Assumptions Underlie the Strategy***

***The District entity is no longer viable or sustainable in its current form and there is an urgent need to transform the organization***

***The Wash Plan will be approved in 2011 and implemented***

***District has flexibility to devote its assets to support implementation of the strategy and long-term operation***

***Consolidation with another agency is still a serious possibility***

***District will verify actual needs of the community and adjust strategic goals/plans/priorities accordingly***

***District land, water and other assets are integrated with regional management mechanisms within 12 months of plan approval***

***LAFCO approval of District powers will be obtained no later than December 2011***

***The District Board of Directors will adopt the strategic plan by June 2010 and authorize staff to proceed with dispatch***

***All potential revenue mechanisms will be available to the District***



# Phased Approach for the District's Chosen Strategic Direction

## Fix/Preserve Foundation

Act quickly to “stabilize” the District’s current situation. Rebuild financial foundation with goal of creating secure platform for renewal & progress. Lay groundwork for strategic activities.

**Examples:**

- o Stabilize finances - control costs
- o Generate short-term revenues rebuild reserves
- o Adopt strategic plan
- o Wash Plan implemented or re-tooled
- o Lay groundwork for initiatives
- o Initiate legal/legislative process to re-charter District
- o Build support, identify partners
- o Secure District land/water assets



## Build on The Wash Plan

Implement the Wash Plan. As funding and capabilities develop, use Wash Plan activities as a bridge to selectively create new environmental and resource management opportunities. Begin implementing new District and joint Initiatives.

**Examples:**

- o Implement the Wash Plan
- o Partner and initiate early projects in water resource, environmental conservation and recreation
- o Reorganize as appropriate
- o Upgrade/expand facilities
- o Add capability per funding/need
- o Expand water spreading system



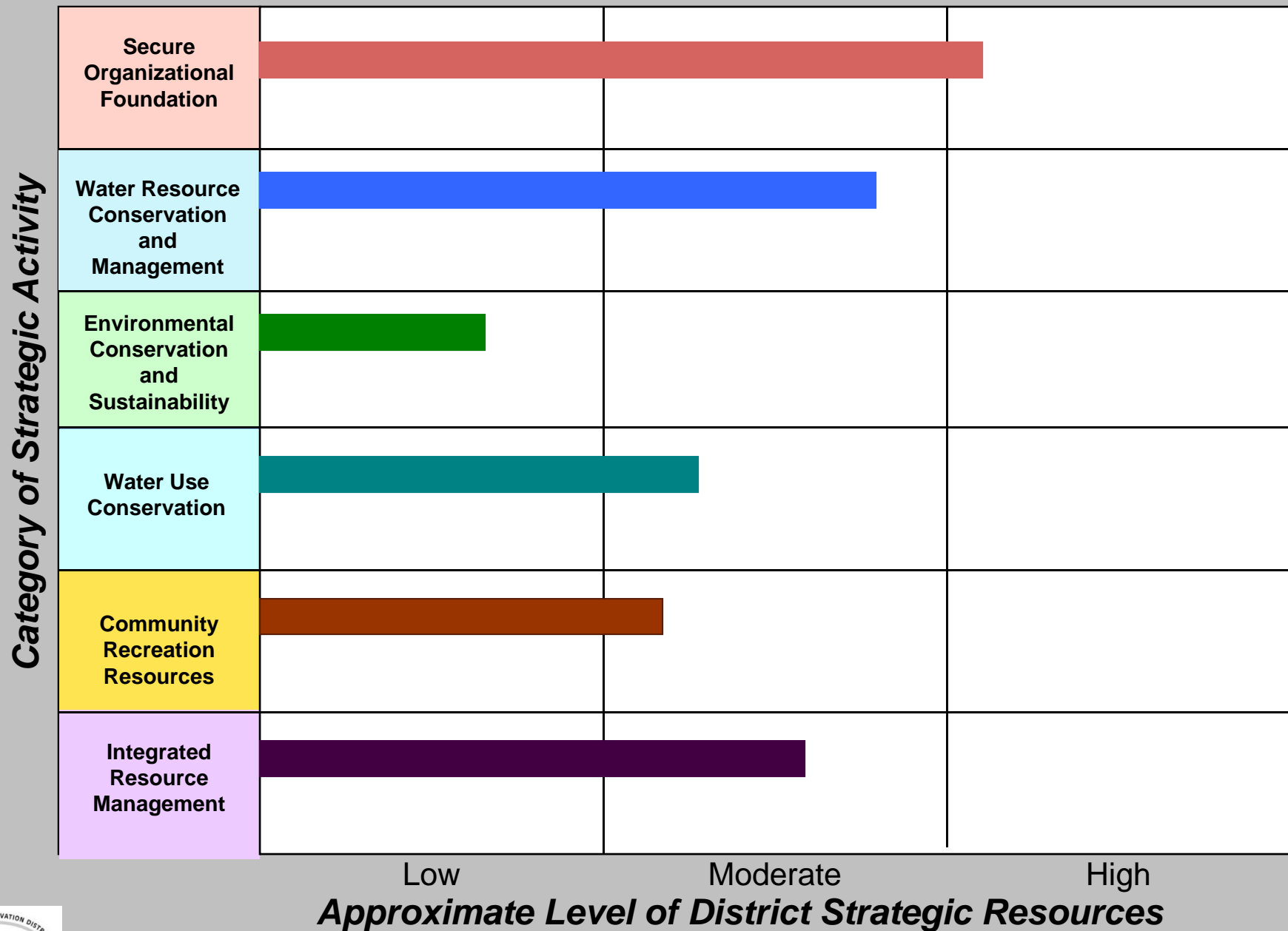
## Careful Evolution

Continue working in concert with other valley Districts, municipalities and organizations to implement joint water resource, environmental, and recreation initiatives. Build the organization and its activities in judicious steps aligned with funding.

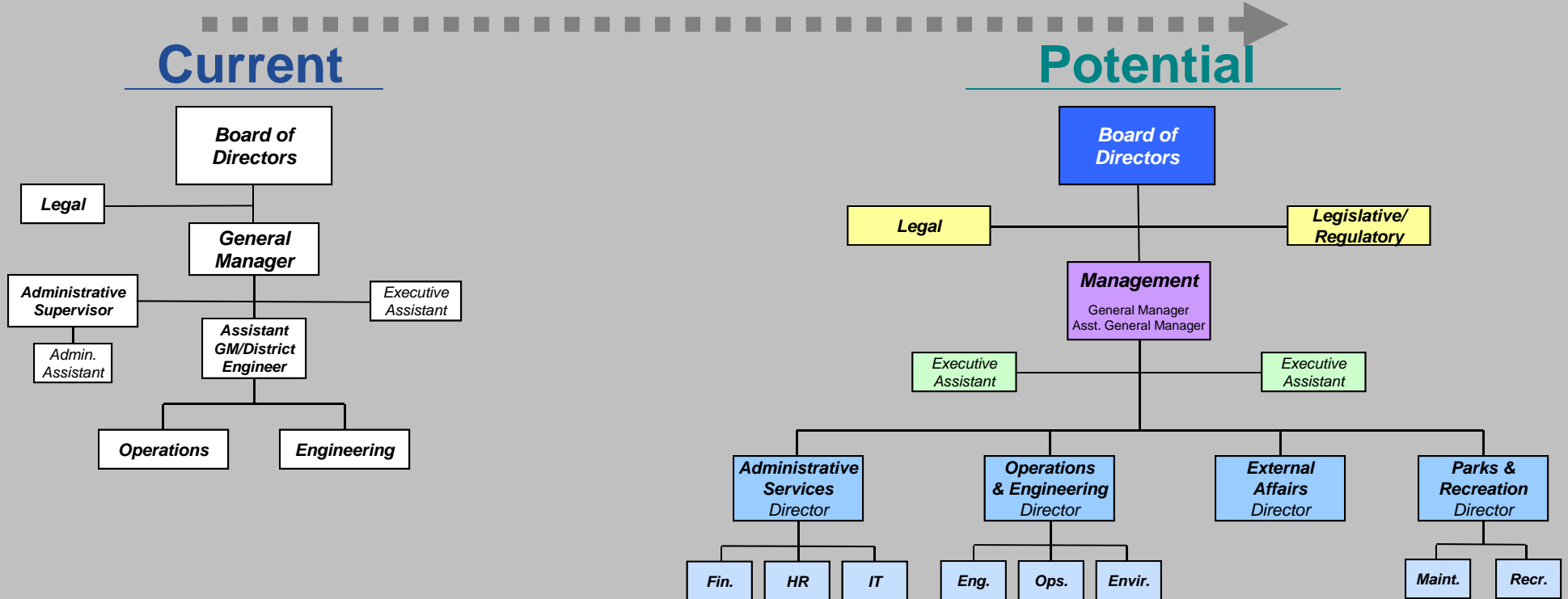
**Examples:**

- o Wetlands treatment
- o Recycled water marketing
- o Recreation areas
- o Environmental mitigation
- o Form new partnerships
- o Solidify role and services
- o Expand role and services

# The District is Affected by the Wash Plan Level of Resources



# The District Would Evolve to a New Organization Structure



- ***As District activity levels and finances expand, so would need for additional staff and capabilities.***
- ***Staffing levels and technical capability needs are tied initially to Wash Plan implementation***
- ***Staffing increases would be subject to prior approval by Board of Directors***



# Revenues Would be Derived Primarily From Water, Resource Development and Possibly, Environmental Mitigation Activities\*

## Secure Organizational Foundation

- o Increased reliability of groundwater charge
- o Aggregate mining charges/mining fees/mining lease income
- o Retail aggregate sales yard
- o Sale of treated water from wetlands created on District property
- o Property sale
- o Income development of District property
- o Investment portfolio income
- o Special use fees (e.g. special use recreation)
- o Property access fees for small scale aggregate mining
- o Grant and other funding

## Water Resource Conservation & Management

- o Groundwater recharge services for other agencies/municipalities
- o Sale of treated water from wetlands created on District property
- o Groundwater storage banking/withdrawal charges
- o O&M/Management of recharge facilities owned by other agencies
- o Funding contributions from partners on joint projects/initiatives
- o Groundwater charge (may be temporary)
- o Water management & operation of transmission facilities
- o Grant and other funding

## Environmental Conservation and Sustainability

- o Environmental mitigation land banking using District property
- o Grant and other funding

## Water Use Conservation

- o Grant and other funding
- o Fees from landscaper water use conservation certification programs
- o Fees from outdoor water conservation training and workshops
- o Revenues generated by the other plan elements and activities

## Community Recreation Resources

- o Park/facility user and access fees
- o Tax or other revenues derived under new District powers
- o Contractual fees/revenues for lease/use of District property by other entities for park or recreation use
- o Grant and other funding

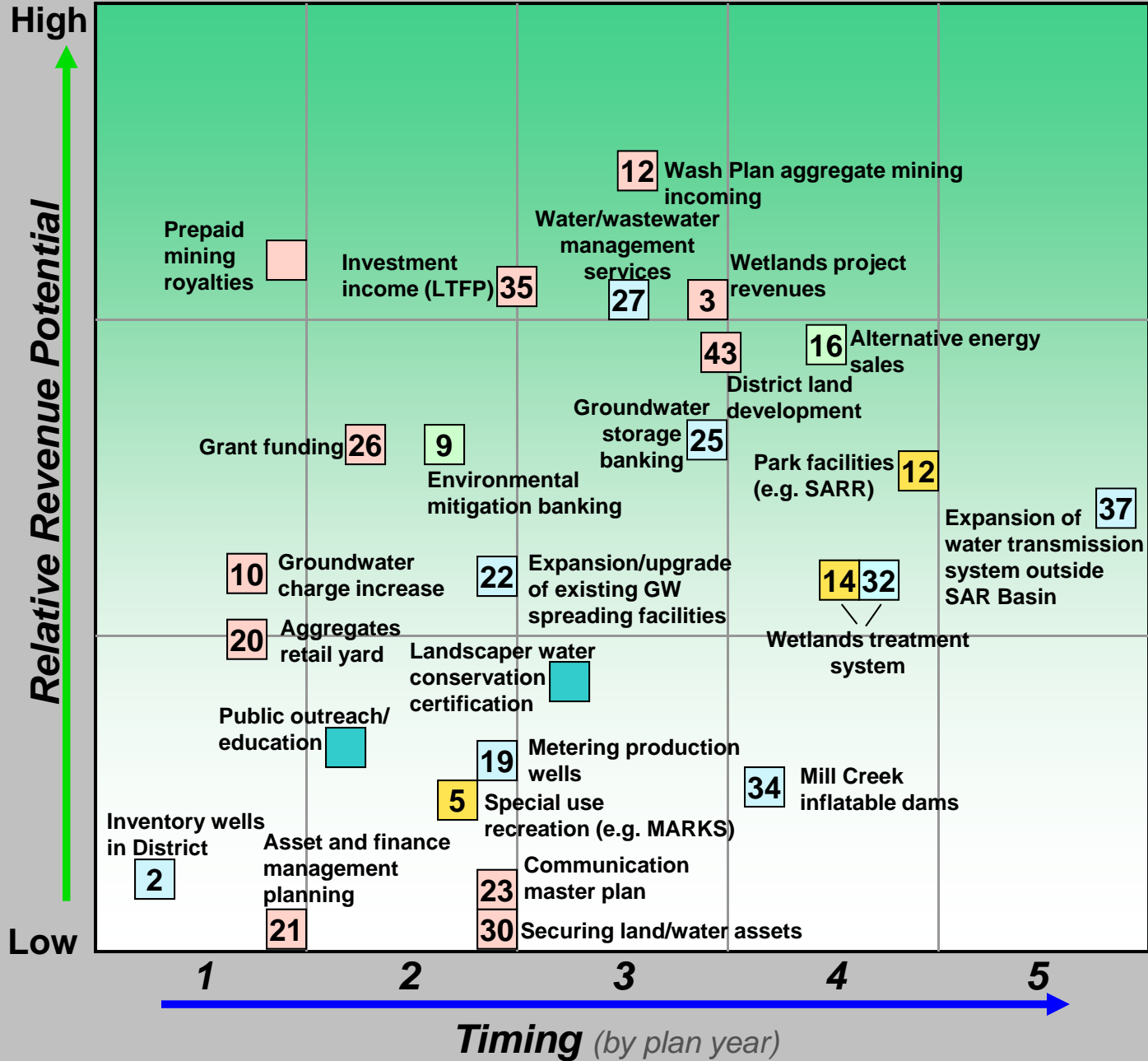
## Integrated Resource Management

- o Grant and other funding
- o Revenues generated by the other plan elements and activities
- o No other revenue sources identified

\*Note: Revenue sources shown represent brainstormed options only. Actual revenue sources and mechanisms to be further investigated, analyzed and defined as planning proceeds.



# Relative Revenue Potential of Strategic Projects During Implementation\*



- Explanation**
- 12** Secure org. foundation activity
  - 27** Water resource conservation & management activity
  - 16** Environmental conservation and sustainability
  - 12** Water use conservation activity
  - 14** Community recreation resource activity
  - 16** Integrated resource management (no specific revenue generating tasks)

**Note:** Estimates of Relative Revenue potential are qualitative and approximate only. Subject to financial verification by the District and Wash Plan status.





# Accountability for Implementation Rests With the Board and GM

| Groups/<br>Individuals<br><br>Category of<br>Plan-Related<br>Activity | Governance            |            |  | Management         |                                 |                         | Legal            | Prof. Services |                           |       | Stakeholders       |                     |           |        |
|---|-----------------------|------------|--|--------------------|---------------------------------|-------------------------|------------------|----------------|---------------------------|-------|--------------------|---------------------|-----------|--------|
|   | Board of<br>Directors | Committees |  | General<br>Manager | Assistant<br>General<br>Manager | Financial<br>Supervisor | Legal<br>Counsel | Technical      | Political/<br>Legislative | Other | Water<br>Community | Project<br>Partners | Producers | Public |
| Plan Adoption   | A/R                   |            |  | R                  | R                               | C                       | C                |                | C                         |       | C                  | C                   | C         | C      |
| Manage/Implement Tasks  |                       |            |  | A/R                | R                               | R                       | I                | R              | R                         |       |                    | R                   |           |        |
| Progress Monitoring   |                       |            |  | A/R                | R                               | R                       |                  |                |                           |       | I                  | I                   | I         | I      |
| Status Reporting  | I                     |            |  | A/R                | R                               | R                       |                  |                |                           |       |                    |                     |           |        |
| Plan Budgeting  | A/C                   | C          |  | R                  | R                               | R                       |                  |                |                           |       |                    |                     |           |        |
| Risk Management   | A                     |            |  | R                  | C                               | C                       | C                | C              | C                         | C     |                    |                     |           |        |
| Expenditure Authorization   | A                     |            |  | R                  | C                               | C                       |                  |                |                           |       |                    |                     |           |        |
| Change Approvals  | A/C                   | C          |  | R                  | C                               | C                       | C                |                |                           |       |                    |                     |           |        |
| Contractor Coordination   |                       |            |  | A/R                | R                               | R                       | I                |                |                           |       |                    |                     |           |        |
| Recommendations   | I                     | C/I        |  | A/R                | C                               | C                       | C                |                |                           |       |                    |                     |           |        |
| Legal Matters   | A                     |            |  | R                  | I                               | I                       | R/C              |                |                           |       |                    |                     |           |        |
| Contractual Agreements  | A                     |            |  | R                  | I                               | C                       | C                |                |                           |       |                    | C/I                 |           |        |
| External Commun./Coord.   |                       |            |  | A/R                | R/C                             |                         |                  |                |                           |       | I                  | I                   | I         | I      |
| “Technical” Execution   |                       |            |  | A/R                | R/C                             |                         | C                | R              | R                         |       |                    | I                   | I         |        |
| District Re-Chartering  | A                     |            |  | R                  | C                               | C                       | R                |                | C/R                       |       | I                  | I                   | I         | I      |
| District Reorganization   | A/C                   | C          |  | R                  | R                               | C                       | C                |                | C/R                       |       | I                  | I                   | I         | I      |
| External Communications   | A/C                   | C          |  | R                  | R/C                             |                         | C                |                |                           |       | I                  | I                   | I         | I      |
| Regulatory Affairs  | I                     |            |  | A/R                | C                               |                         | C                |                | C                         |       |                    |                     |           |        |
| Legislative Affairs   | A/C                   | C          |  | R                  | C                               |                         |                  |                | C                         |       |                    |                     |           |        |
| Financial Supervision   |                       |            |  | A/R                | R/C                             | R                       |                  |                |                           |       |                    |                     |           |        |

R = Responsible for executing the task    A = Accountable for the results    C = Consulted prior to action or decision    I = Informed after action or decision





# Preliminary Plan Milestones

2014

- o District infrastructure expanded
- o GW storage banking initiated
- o Alternative energy powers ops.

2013

- o Wetlands operational
- o Construct optimization study facilities
- o Operations optimized - SCADA in-place

2012

- o Wetland funding arrangements in-place
- o District designated as SBBA recharge/ops agency
- o First park recreation facility open to public

2011

- o All District land/water assets harmonized
- o Legislature/LAFCO approves reorganization
- o Wetlands recycled water plans approved
- o First environmental mitigation agreement signed

2010

- o Strategic framework adopted by Board of Directors
- o District finances stabilized
- o Wash Plan implemented or re-tooled
- o Coordinate with LAFCO on activation of latent powers

# ***Next Steps in the District's Planning Process***

- Issue summary draft of high-level framework for Board review/comment***
- Discuss and consider adoption at April 7th Board workshop***  
*- A public meeting to discuss the preliminary framework will be held on April 28, 2010*
- Staff revises/finalizes preliminary strategic framework sections per Board feedback***
- Staff continues early implementation of activities when approved by Board***
- Final preliminary draft strategic framework issued to Board by Staff***
- Staff begins implementation of preliminary strategic framework activities***
- Staff reports progress/status against plan regularly to Board and Committees***
- Staff adjusts/amends preliminary strategic framework as appropriate with Board approval during implementation period as conditions change and/or new information emerges***
- Preliminary strategic framework and progress reviewed annually with Board of Directors at conclusion of each fiscal year***