



# San Bernardino Valley Water Conservation District

Helping Nature Store Our Water

## **STRATEGIC PLANNING WORKSHOP AGENDA**

**Tuesday, August 8, 2023 – 12:00 p.m.**

Anyone wishing to listen to or participate in the meeting can join via Zoom:

**Call in (669) 900-6833, Meeting ID: 875 9715 2342**

To join the Zoom Meeting on <https://us02web.zoom.us/j/87597152342>

While the District makes every attempt to follow all guidance re COVID-19 safety protocols, the District cannot assure in-person attendees that they will not be exposed to COVID-19 or persons who have been so exposed, and attendees are advised to exercise caution in limiting their own incidences of exposure, particularly those who may be in groups at higher risk of infection, or serious symptoms of COVID-19 if infected.

Note: Copies of staff reports and other documents relating to the items on this agenda are on file at the District office and are available for public review during normal District business hours. New information relating to agenda topics listed, received, or generated by the District after the posting of this agenda, but before the meeting, will be made available upon request at the District office and in the Agenda Package on the District's website. It is the intention of the San Bernardino Valley Water Conservation District to comply with the Americans with Disabilities Act (ADA) in all respects. If you need special assistance with respect to the agenda or other written materials forwarded to the members of the Board for consideration at the public meeting, or if as a participant at this meeting you will need special assistance, the District will attempt to accommodate you in every reasonable manner. Please contact Athena Laroche at (909) 793-2503 at least 48 hours prior to the meeting to inform her of your particular needs and to determine if accommodation is feasible. Please advise us at that time if you will need accommodations to attend or participate in meetings on a regular basis.

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### **CALL TO ORDER**

### **ROLL CALL**

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#### **1. PUBLIC PARTICIPATION**

*Members of the public may address the Board of Directors on any item that is within the jurisdiction of the Board; however, no action may be taken on any item not appearing on the agenda unless the action is otherwise authorized by Subdivision (b) Section 54954.2 of the Government Code.*

#### **2. ADDITIONS/DELETIONS TO AGENDA**

*Section 54954.2 provides that a legislative body may take action on items of business not appearing on the posted agenda under the following conditions: (1) an emergency situation exists, as defined in Section 54956.5; (2) a need to take immediate action and the need for action came to the attention of the District subsequent to the agenda being posted; and (3) the item was posted for a prior meeting occurring not more than five calendar days prior to the date action is taken on the item, and at the prior meeting the item was continued to the meeting at which action is being taken.*

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#### **BOARD OF DIRECTORS**

Division 1:  
Richard Corneille

Division 2:  
David E. Raley

Division 3:  
Robert Stewart

Division 4:  
John Longville

Division 5:  
Melody McDonald

#### **GENERAL MANAGER**

Betsy Miller

3. **STRATEGIC PLANNING WORKSHOP (M#1956).....3**

***Presenter:*** Betsy Miller

***Recommendation:*** Strategy Driver, Inc. has prepared a final draft of goals for approval, and a set of draft objectives for Board review and discussion at the August 8 workshop. To support Board review, we have attached the meeting agenda and the Powerpoint slides to be presented at the meeting.

4. **ADJOURN MEETING**



## San Bernardino Valley Water Conservation District

Helping Nature Store Our Water

Memorandum No. 1956

**To:** Board of Directors

**From:** Betsy Miller, General Manager

**Date:** August 8, 2023

**Subject:** Strategic Plan Update Workshop #3

Strategy Driver, Inc. has prepared a set of draft objectives for Board review and discussion at the August 8 workshop. To support Board review, we have attached the meeting agenda and the Powerpoint slides to be presented at the meeting.

Strategy Driver, Inc. has requested that the Board review the documents with an eye to answering the following questions during the Workshop:

1. Are there any objectives that need to be added?
2. Are there any objectives that need to be eliminated?
3. Are there any modifications that you recommend to changes the essence of an objective (rather than wordsmithing)?

As a reminder, the Tuesday, August 8, workshop will begin at 12 noon and end at 4 PM. Lunch will be provided. We look forward to the discussion at this final Strategic Plan Update Workshop.

### BOARD OF DIRECTORS

Division 1:  
Richard Corneille

Division 2:  
David E. Raley

Division 3:  
Robert Stewart

Division 4:  
John Longville

Division 5:  
Melody McDonald

### GENERAL MANAGER

Betsy Miller



San Bernardino Valley  
Water Conservation District  
*Helping Nature Store Our Water*

# STRATEGIC PLANNING WORKSHOP #3

## Priority Objectives

### August 8, 2023

FACILITATED BY  
Ellen Cross, Strategy Driver, Inc.  
Maria Pascoal, Minds Illustrated



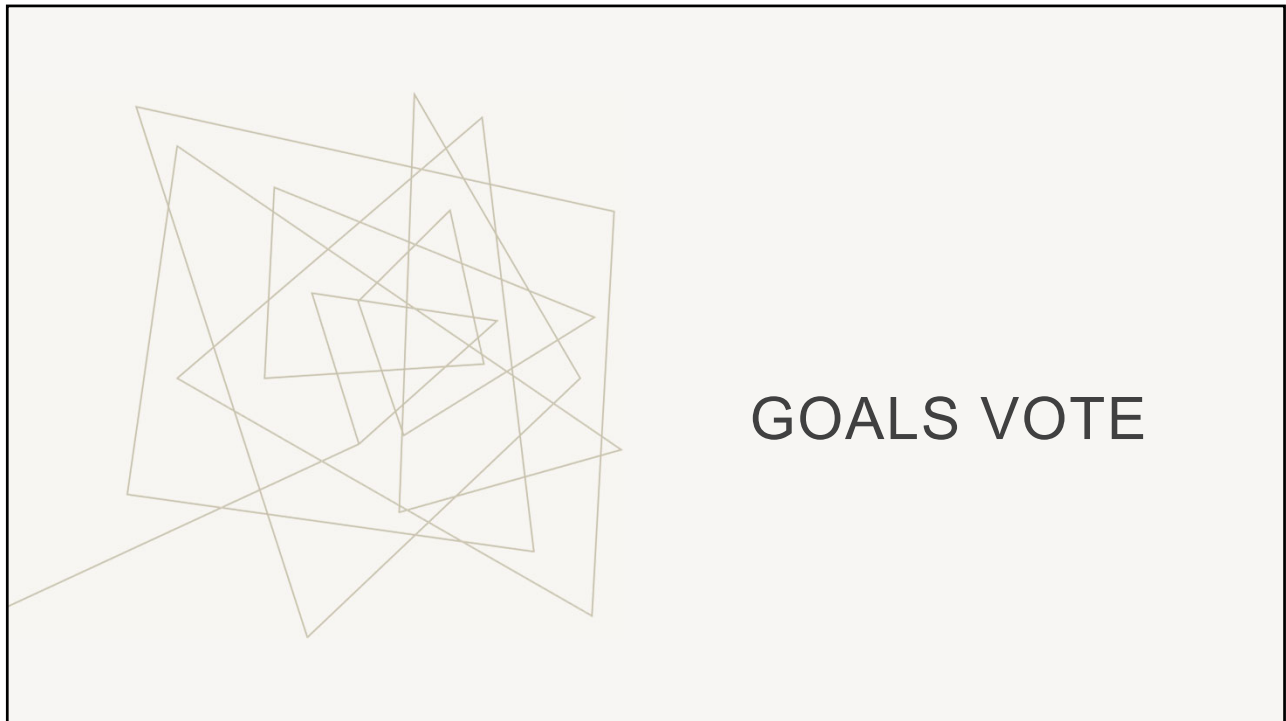

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## AGENDA

Time	Description
12:00 PM	<b>INTRODUCTIONS</b>
12:10 PM	<b>REVIEW SCHEDULE</b> <i>April 2023 Survey/Interviews</i> <i>May 2023 Staff Input</i> <i>June 6 Workshop #1</i> <i>July 13 Workshop #2</i> <b>August 8 Workshop #3</b> <i>Sept 13 Approve content at regular BOD meeting</i>
12:15 PM	<b>GOALS VOTE</b> <ul style="list-style-type: none"> <li>Review and modify as needed</li> <li>Vote to approve</li> </ul>

Time	Description
12:30 PM	<b>INTRODUCTION TO PRIORITY OBJECTIVES</b> <ul style="list-style-type: none"> <li>Definitions review</li> <li>Goals review</li> </ul>
12:40 PM	<b>REVIEW DRAFT OBJECTIVES</b> <ul style="list-style-type: none"> <li>Are there objectives that need to be added or removed?</li> <li>Are there objectives that need to be modified?</li> <li>Informal vote</li> </ul>
3:45 PM	<b>CLOSING</b> <ul style="list-style-type: none"> <li>Verify next steps</li> <li>Q&amp;A</li> </ul>
4:00 PM	<b>ADJOURN</b>

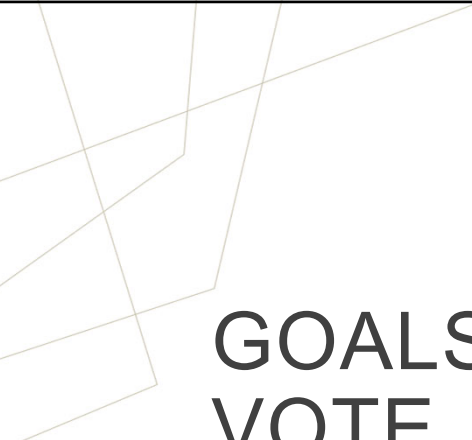
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<p><b>Goal 1: Water Supply Reliability through Groundwater Recharge</b></p> <p>Maximize all water capture and aquifer recovery for the benefit of our communities' water security and support of a healthy watershed.</p>	<p><b>Goal 4: Community Engagement and Education</b></p> <p>Engage, educate, and partner with our diverse community to promote water security and protect valued habitat and open space as assets critical to our collective vitality.</p>
<p><b>Goal 2: Infrastructure Expansion and Operations Optimization</b></p> <p>Design, construct, maintain, and optimize facilities to maximize adaptability for a changing climate, and transform and expand our assets for future generations of water supply.</p>	<p><b>Goal 5: Collaborative Partnerships</b></p> <p>Create and actively maintain local, regional, state, and national partnerships that are mutually beneficial, accelerate the District's Vision and Goals, and foster the District's Values.</p>
<p><b>Goal 3: Natural Resource Stewardship and Environmental Enhancement</b></p> <p>Protect, manage, and rewild natural areas to promote the thriving health of our ecosystems and local and regional communities.</p>	<p><b>Goal 6: Fiscal Commitment and Accountability</b></p> <p>Ensure the District's stability and longevity through sound financial strategy, planning, transparency, and execution.</p>
	<p><b>Goal 7: Sustainable Organization &amp; Governance</b></p> <p>Invest in our most valued assets, our team and the communities we serve, through exceptional leadership.</p>

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# GOALS VOTE

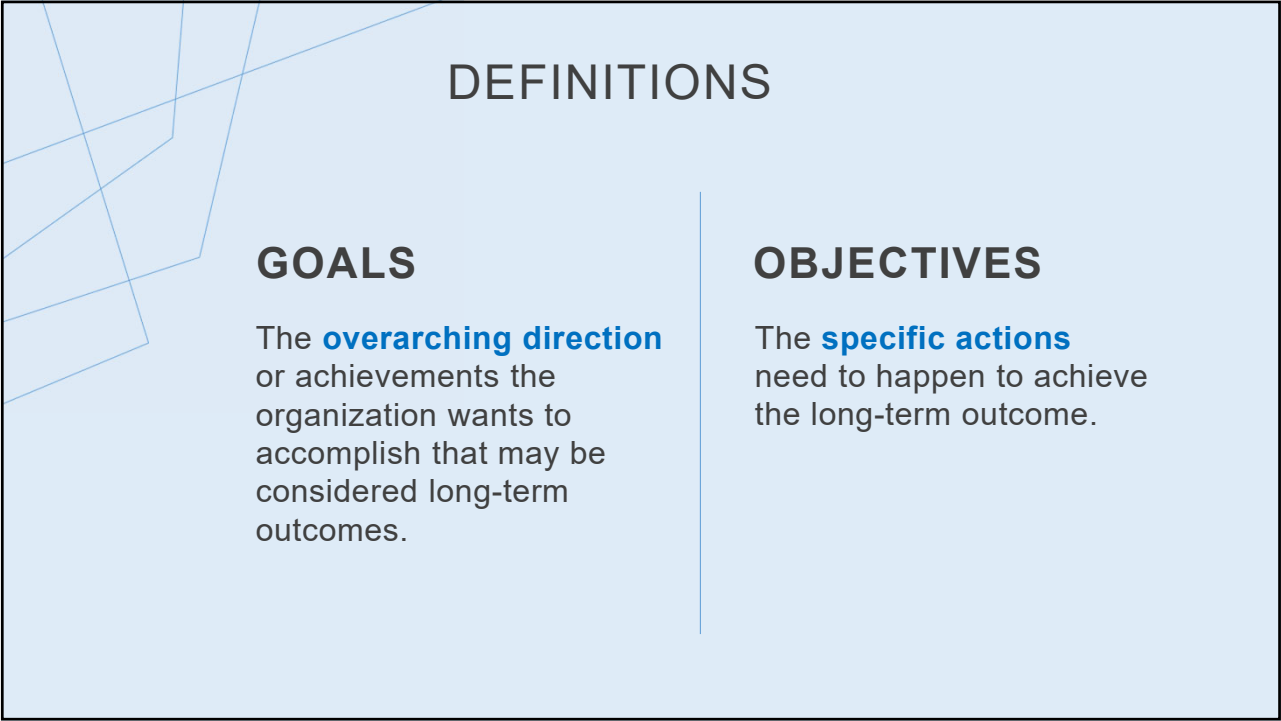
	Richard Corneille
	John Longville
	Melody McDonald
	David E Raley
	Robert Stewart

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# INTRODUCTION TO PRIORITY OBJECTIVES

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An abstract graphic on a light blue background. On the left, several thin, light blue lines form a complex, overlapping geometric pattern of triangles and polygons, similar in style to the one on slide 9 but with a different color scheme.

## MODIFY OBJECTIVES

- Refer to Word document
- Modify objectives based on feedback
  - Are there any objectives that need to be added or removed?
  - Do any of the objectives need to be modified?
- Refine objectives until agreed upon

Remember: Goals and associated objectives are **NOT** listed in order of importance.

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## NEXT STEPS

Date	Event	Description
June 6, 2023	Board Workshop #1	Mission, Vision, Values
June 15, 2023	Staff prep for Workshop #2	Review/revise Goals and choose 2 example Objectives
July 13, 2023	Board Workshop #2	Goals and example Objectives
July 20, 2023	Staff prep for Workshop #3	Priority Objectives
<b>August 8, 2023</b>	<b>Board Workshop #3</b>	<b>Priority Objectives</b>
September 13, 2023	Approve Strategic Plan content	Regular Board Meeting

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## THANK YOU

Your participation is crucial to the success  
of the strategic planning process!

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SBVWCD STRATEGIC PLAN

# GOALS AND DRAFT OBJECTIVES

Please review the Goals and Draft Objectives and arrive at the Board Workshop prepared to discuss the following:

- Are there any Objectives that need to be removed?
- Are there any objectives that need to be added?
- Are there any Objectives that need to be modified? (Based on essence, avoid wordsmithing)

For reference, the Mission, Vision, and Values are provided on the last page of this document.

## Overarching Goals

- **Goal 1: Water Supply Reliability through Groundwater Recharge**
- **Goal 2: Infrastructure Expansion and Operations Optimization**
- **Goal 3: Natural Resource Stewardship and Environmental Enhancement**
- **Goal 4: Community Engagement and Education**
- **Goal 5: Collaborative Partnerships**
- **Goal 6: Fiscal Commitment and Accountability**
- **Goal 7: Sustainable Organization & Governance**

## Goal 1: Water Supply Reliability through Groundwater Recharge:

*Maximize all water capture and aquifer recovery for the benefit of our communities' water security and support of a healthy watershed.*

- 1A. Actively manage existing groundwater spreading basins and maximize recharge capacity with Enhanced Recharge and PERC projects while maintaining our facilities in an environmentally and economically sound manner that prioritizes return on investment for invaluable water reliability.
  - i. Evaluate use of reclaimed aggregate mines to provide recharge capacity and habitat restoration sites and plan accordingly to assess feasibility as mining operations approach closure.
  - ii. Evaluate feasibility of expanded recharge service within the LAFCo boundary and Sphere of Influence based on performance and as recognized by the larger community.
  - iii. Increase capacity to capture and store water during the more infrequent but potentially more intense “atmospheric river” storm events to help withstand long periods of exceptional drought and evaluate potential partnership with regional recharge projects on both District and Non-District lands.
- 1B. Coordinate with partners to identify and recharge new additional water supply sources to maximize water available for recharge (i.e., recycled water, imported water).
  - i. During the tenure of the Groundwater Council, continue integrating sustainability charge for supplemental water supplies with its imported water sustainability efforts.
- 1C. Support completion of construction and launch operations of the Enhanced Recharge Project Phase 1B in collaboration with WMWD and SBVMWD to construct approximately 100 acres of new facilities to increase current recharge capacity by up to 80,000 AF/year of groundwater.
- 1D. Modernize recharge facilities to next generation of technology for metering and monitoring.
- 1E. Permit the historic diversion of Mill Creek Flows. Use this experience and knowledge to apply for an additional intercept point before the process changes.

## Goal 2: Infrastructure Expansion and Operations Optimization:

*Design, construct, maintain, and optimize facilities to maximize adaptability for a changing climate, and transform and expand our assets for future generations of water supply.*

- 2A. Recharge the aquifer as effectively and efficiently as possible to adaptively manage our operations to capture and recharge the maximum available water.
  - i. Continue to evaluate operations and maintenance for maximum recharge in changing climate and fire scenarios to maintain and increase our value to our partners and community.
  - ii. Evaluate emerging technology as it relates to improving operations and advancing efficiency.
  - iii. Leverage drought periods to maintain/construct facilities during dry conditions to be facility-ready for wet years.
  - iv. Improve water capacity, storage, and quality by constructing and expanding sedimentation basins within the Mill Creek facility.
  - v. Apply the cost benefit ratio of aggressively recharging Mill Creek with early storm (e.g., material-laden) flows to inform operational strategy.
- 2B. Conduct facility-wide maintenance assessments following high recharge years, develop a prioritized maintenance strategy to address any deferred tasks, and implement maintenance actions to assure long-term operational readiness and functionality and limit maintenance-related costs.
  - i. Minimize impacting the facilities with poor-quality and sediment-laden water.
  - ii. Continue routine maintenance to optimize basin function; restore damaged basins, berms, and dikes, where needed; manage sediment, and expand basin capacity to ensure effective percolation and long life.
- 2C. Program for the Expansion of Recharge Capacity (PERC): Continue our PERC partnership to increase our ability to recharge the local aquifer to its full potential through state-of-the-art engineering to preserve the natural environment and our community's way of life.
  - i. Complete feasibility studies on higher-probability locations with cost-benefit analysis; prioritize all PERC projects and implement top priority projects for design, permitting, construction, and operation.
  - ii. Reimagine operations as PERC projects come online and develop a master operations plan with a cost-benefit informed strategy for each facility that includes climate scenario analysis for frequent dry and infrequent wet years, fire, flood, and drought.
- 2D. Obtain new water and environmental permits as required and maintain compliance with issued permits and monitor for reporting requirements through a comprehensive tracking database (e.g., Wash Plan, Safe Harbor Agreement).
- 2E. Coordinate with upstream operators on operations and maintenance best management practices to protect the District's water supply.

- 2F. Continue to consolidate land ownership near District facilities as appropriate to expand our ability to recharge groundwater and provide buffers for conservation of habitat.

### Goal 3: Natural Resource Stewardship and Environmental Enhancement:

*Protect, manage, and rewild natural areas to promote the thriving health of our ecosystems and local and regional communities.*

- 3A. Implement the Wash Habitat Conservation Plan (HCP) to significantly advance conservation in our region, enhance outcomes for Covered Species and their habitat, and maintain full compliance with our permits.
- i. Create adaptive management strategies based on high quality data collected through repeated, science-based monitoring designs.
  - ii. Conceptualize, mimic, and restore natural ecological processes to maximize natural rehabilitation of impacted lands (e.g., sand reintegration).
  - iii. Continue and expand the invasive plants prevention program using varied mechanisms to prevent damage to habitat and protect the District's investment (e.g., sand, heavy equipment, and herbicides).
  - iv. Share monitoring and management results to inform regional and national conservation efforts.
- 3B. Work with local and regional partners to limit unauthorized human activities within the Wash and at Mill Creek, including trespass, illegal dumping of debris, and the establishment of unauthorized encampments to minimize wildfire risk and the local degradation of habitat.
- i. Implement our plan and identify funding to partner with the City, County, and local non-profit outreach organizations to resolve unauthorized occupancy and provide referrals for temporary and permanent housing and wellness programs as a solution.
- 3C. Partner with the SBV Conservation Trust to meet our permit requirements and demonstrate our land conservation and stewardship values to elevate conservation science statewide.
- i. Leverage District expertise and knowledge to lead establishment and implementation of endangered species programs (e.g., San Bernardino kangaroo rat monitoring and habitat quality characterization, slender-horned spineflower restoration).
- 3D. Leverage the success of the Plunge Creek Conservation Project to replicate and expand additional coordinated recharge and habitat restoration opportunities and share the success broadly for demonstration of best management practices.
- i. Continue to invest in adaptive management practices and perform maintenance so that the project continues to meet performance goals *(staff note that this item may need to move to the O&M goal)*

- 3E. Implement the trails system for hiking and biking to benefit the community at large with appropriate governance and protocols to protect both people and wildlands.
  - i. Develop a public access protocol and partnerships to provide safe access.
  - ii. Utilize appropriate access controls to ensure District, facilities, and sensitive habitats are not compromised by trail users for collective safety.
  - iii. Partner with the cities of Redlands & Highland to provide recreational opportunities and implement the trails systems as a community amenity.
  - iv. Implement an educational program that will leverage trespass enforcement efforts with community awareness of the uniqueness and fragility of the habitat areas.
- 3F. Implement the Community Mitigation Program (CMP) to provide mitigations and habitat for easements for other investors.
- 3G. Develop a tracking tool for our environmental mitigation and enhancement efforts to ensure we balance recharge and the environment and establish management and reporting protocols that will serve for decades to come.
- 3H. Comprehensively track and maintain compliance with all issued permits for operations, maintenance and/or construction.
- 3I. Coordinate with neighboring landowners and conservation programs to integrate for effective regional management and cooperation (e.g., Wash Plan and River HCP actions with Woolly Star Preserve Area).

#### Goal 4: Community Engagement and Education:

*Engage, educate, and partner with our diverse community to promote water security and protect valued habitat and open space as assets critical to our collective vitality.*

Create and implement communication, engagement, and education priorities that elevate the District throughout California and the Western United States. **Activate the District's Strategic Plan with specifics on how we will Communicate, Engage, and Educate on:**

- 4A. Our recognized thought leadership and insights on groundwater recharge; integration of sustainable land and species management with operations; and regional habitat conservation.
- 4B. The District's multi-beneficial accomplishments as technical and operational best management practices in sustainable groundwater and habitat management through aquifer recharge and recovery and habitat conservation (e.g., PERC).
  - i. Submit topical papers to technical and academic journals.
  - ii. Present the District's accomplishments at conferences and professional and academic associations.
- 4C. Our successful partnerships across the groundwater basin (i.e., PERC, Enhanced Recharge, Wash Plan Task Force; Woollystar Preserve Area managers)
- 4D. Collaboration with our partners to create a cohesive, unified message about groundwater in the basin.
- 4E. The District's uniqueness through branding:

- i. Evaluate branding updates to better reflect the expanded Mission and amplified Vision that promotes our premiere leadership role in elevating the symbiotic and productive relationship of habitat conservation and groundwater recharge.
  - ii. Highlight our history and how it led us forward to be recognized as stewards of our aquifer and wildland.
- 4F. Our communities to understand the role of the District in managing our public assets of open space, water security, and vital habitat that contribute to their lifestyles and livelihoods.
  - i. Continue tours at recharge facilities, sponsor a water conservation demonstration garden, and invite new community leaders to participate and promote the District's programs, projects, and initiatives.
- 4G. The District's approach to supporting persons experiencing homelessness (e.g., District-leased property for transitional housing and support for independent living).
- 4H. Community invitations to understand our shared treasures and participate in the District's natural resource, stewardship, and enhancement activities and engage support to minimize impact to habitat through outreach and key publications (e.g., educate and remove invasive plants, reduce littering and water consumption to retain sensitive species).
- 4I. Demonstrate the value of the District to our community by quantifying our impact on groundwater levels since recharge began in 1912 and share the effects of long-term aquifer recharge with local and state governments and researchers working to promote aquifer recharge.
- 4J. The District's established Qualified Water Efficient Landscaper (QWEL) program to expand outreach to potential conservation practitioners.
- 4K. Internships and collaborative partnerships with local and regional institutions to expand opportunities for education (e.g., IERCD, San Bernardino County Museum, Chino Basin Water Conservation District)

## Goal 5: Collaborative Partnerships:

*Create and actively maintain local, regional, state, and national partnerships that are mutually beneficial, accelerate the District's Vision and Goals, and foster the District's Values.*

- 5A. Nurture and expand partnerships based on complementary Mission and Goals to amplify progress for reliable water and healthy habitat with joint funding, promotion, and projects that are multi-beneficial and safeguard our long-term water and environmental investments (e.g., NGOs, universities).
- 5B. Develop stronger connections to City Councils, Tribal Councils, and County Board of Supervisors to recognize benefits of District projects for our shared jurisdictions.
- 5C. Continue to provide value through collaborative agreements (e.g., Enhanced Recharge Project).

- 5D. Partner with researchers to publish our modeling, recharge, and environmental data to increase District visibility across the state, enhance grant eligibility, and expand public benefit of work conducted with rate- and tax-payer funds.
- 5E. Encourage continued partnership with the Groundwater Council to ensure sustainability of healthy aquifer levels for water supply.
- 5F. Coordinate with regulatory agencies early in project conceptualization to inform them of key projects and understand opportunities to leverage their mission where possible.
- 5G. Continue engaging with local water agencies on water reliability strategies to benefit the region (e.g., maximize recharge in wet years).
- 5H. Coordinate closely with local aggregate producers to identify mutually beneficial lands feasible for mining and District-related activities in addition to partnering on mine reclamation, anticipating eventual closures and opportunities to support groundwater recharge and habitat conservation.
- 5I. Continue to provide value as Big Bear Watermaster to sustainably balance water supply.
- 5J. Build upon our existing relationships and long-term partnerships to focus on stewardship initiatives related to the Santa Ana River Wash (e.g., San Manuel Band of Mission Indians, Wildlife Conservation Board).
- 5K. Leverage our relationship with the Conservation Trust to strengthen NGO and political leadership alliances to explore opportunities that create joint value (e.g., grants).
- 5L. Form a productive intergovernmental working relationship with San Bernardino County Flood and Water Conservation District to achieve mutual Goals (e.g., PERC, Woollystar Preserve Area).
- 5M. Capitalize on the positively evolving collaboration of the San Bernardino Valley Municipal Water District (SBVMWD) and our Districts' Executive Teams and Boards by embracing our unique roles and responsibilities, openly supporting the achievement of our distinct missions, and promoting our outcome-based commitment to our communities and the environment.
- 5N. Leverage our legislative relationships to educate our state and federal representatives on the District's crucial Mission to minimize barriers and create opportunities.
  - i. Acknowledge the beneficial uses and continue to exercise the District's Water Rights to serve our Mission and protect our assets.
  - ii. Promote federal re-authorization of dams for water conservation.
- 5O. Partner with contiguous HCPs to maximize the "*Santa Ana Supershed*" for statewide recognition for not only the conservation but the propagation of sensitive species by seeking joint funding, developing monitoring programs, data analysis, sharing lessons learned and innovative technologies, and promoting award recognition by major professional associations/NGOs for public education.

Consider acknowledging partnerships in Strategic Plan document – not as an objective, but perhaps on the Thank You/Acknowledgements page:

- USFWS: build relationship for the expansion of recharge and the balance with habitat.

- BLM: Continue working on the management of federally owned lands in the Wash Plan Habitat preserve, with collaboration on fire safety, addressing unhoused populations' occupancy, and controlling vehicular and other unauthorized access.
- California Department of Fish & Wildlife: demonstrate how we are helping them to meet their mission.
- Community groups
- Local Universities
- Community (for water conservation)
- East Valley Water District
- Western Municipal Water District (WMWD)
- Inland Empire Resource Conservation District (IERCD)
- Mutual & retail water agencies
- NGO, civic and environmental
- Center for Biological Diversity
- ACWA and ACWA JPIA: leverage existing relationships to continue to place District representatives in positions of leadership

## **Goal 6: Fiscal Commitment and Accountability:**

*Ensure the District's stability and longevity through sound financial strategy, planning, transparency, and execution.*

- 6A. Cultivate long-term funding streams through existing and new revenue generation opportunities and maximize returns on investments (e.g., Mill Creek sediment).
- 6B. Maintain and expand diversified income streams to enable financial stability and be true to our multi-benefit Mission.
  - i. Continue Land Management Enterprise to amplify the District's investment in its strategic goals (i.e., augment buffer properties), and explore potential leasing of District-owned lands not currently needed for the District's primary use.
  - ii. Continue and expand where appropriate creative strategies to lower costs of operations (e.g., reuse of aggregate removed from recharge basins).
  - iii. Utilize the Community Mitigation Program to support local economic growth while providing funds for District land management.
  - iv. Expand value to partners and the community by offering our staff expertise for land management, groundwater engineering, and mitigation services to leverage our successes throughout the region (e.g., SBCFCD, SBC Transportation Authority, SBV Conservation Trust, local developers).
- 6C. Manage our financial, operational, and legal risks by assessing hazards and vulnerabilities (i.e., floods, landslides, and public safety), and develop strategies and schedules for rehabilitation and replacement of assets.
- 6D. Update our Financial Strategy to prioritize key objectives that accomplish the District's Mission and Vision and promote an efficient and effective organization:

- i. Target and retain sufficient reserves to sustain revenue fluctuations and invest in long-term maintenance and technology upgrades via a consistent cost recovery mechanism.
  - ii. Minimize debt by fully funding future liabilities.
  - iii. Maintain contract terms and update regularly to ensure financial benefit to the District.
- 6E. Continue leveraging grant strategies to align priority objectives and dedicate resources to manage and respond to state and federal grant opportunities (e.g., habitat conservation, new facilities).
- 6F. Stabilize Groundwater Council revenues to minimize wet/dry year income fluctuations.
- 6G. Maintain the District's value to our partners and customers through reasonable costs for our services while ensuring our future re-investments through financial forecasting:
  - i. Evaluate the costs and benefits of continued commercial rentals at Redlands Plaza.
  - ii. Analyze both short and long-term projected funding and staffing needs with additional facilities and/or boundary modification.
- 6H. Recognize the real value of the property owned by the Conservation District, consider strategies for realizing value from acres not needed in the short or long-term for infrastructure or facility needs.

## **Goal 7: Sustainable Organization & Governance:**

*Invest in our most valued assets, our team and the communities we serve, through exceptional leadership.*

- 7A. Evaluate employee benefits and develop a Rewards and Recognition Program that prioritizes our highly effective workforce and recognizes contributions through competitive compensation, achievement awards, commitment to professional development, a collaborative team environment, and interesting projects.
  - i. Informally review salaries annually and conduct formal salary surveys as needed to retain staff and avoid losing priceless institutional knowledge.
  - ii. Continue to support flexible work schedules and provide technology, etc. to allow for maximum productivity.
  - iii. Reinforce positive, respectful relationships that activate our shared Mission, Vision, and Values.
  - iv. Create a diverse, equitable, and inclusive team and encourage thought leadership to develop highly effective and collaborative implementors.
  - v. Review employee benefits and evaluate inclusion of additional low-cost items such as addition of a 401(k) plan, partial matching of 401(k), life insurance, etc.
  - vi. Survey staff to understand individual preferences for rewards, update the Personnel Manual to include additional rewards and recognition options (e.g., discretionary leave), and budget funds annually to support this program.

- 7B. Annually update the Staffing and Succession Plan and emerging Organization Chart to anticipate workload balancing, staff assignments, staff succession, professional growth, evolving business lines, and consultant expertise to recognize transition from project planning to implementation. *(Specific positions were suggested through the surveys and interviews, but these will not be listed in the Strategic Plan: field maintenance staff, regulatory permitting specialist, ARTP engineer, administrative assistant, future interns)*
- 7C. Develop a strategy for periodic Board transitions that transmits institutional knowledge to foster uninterrupted governance.
- 7D. Increase cyber security to protect our intellectual properties, facilities, productivity, and assets.
- 7E. Continue to prioritize facility and land security to reduce damage and protect the organization.
- 7F. Empower professional partnerships with the District Board and Staff through clear roles and responsibilities and guiding principles to successfully implement the Strategic Plan.
- 7G. In order to retain the District's high standards, optimize both Staff and Board through identifying professional development and training to advance our leading-edge Vision:
  - i. Communication, team, and leadership training to elevate highly collaborative relationships.
  - ii. Specialized technical training for emerging programs and projects and to build staff capacity.
- 7H. Develop a Facilities and Property Management strategy to address staff space and technology upgrades, both in the office and in the field, to support operations.
  - i. Evaluate costs and benefits (maintenance, management, revenue, etc.) of current headquarters and ability to sell if the area is rezoned to re-invest in one location to integrate all staff to encourage collaboration and communication.
  - ii. Conduct a one-year evaluation of hiring a professional property management firm to keep the staff's focus on our core mission.
- 7I. Ensure project contracts are updated and in place to avoid disruption to implementation schedules by monitoring contracts, project milestones, schedules, and budgets to maximize value for our community.
- 7J. In conversation with LAFCo and our partners, participate in regional initiatives and respond to needs for groundwater recharge when needed to support regional water reliability. *(Staff recommend Board discussion of this item)*

# Reference Items

## Mission

As one of California's first sustainable groundwater replenishment agencies, the District proactively recharges water, improving supply for the benefit of water users, local businesses, and native flora and fauna in a financially responsible way.

The District leverages our unparalleled expertise as stewards of the water and land, responsibly innovating in water and habitat conservation, harmonizing, and enhancing working landscapes, and enriching open space as a community asset.

## Vision

With over a century of storing groundwater beneath our multi-functional lands and protecting diverse habitat and open space, our prescient District will continue to drive water availability. Nature-based solutions and collaborative partnerships will successfully expand our region's water reliability.

The District fosters economic vitality and endangered species to thrive compatibility in the face of competing resources. We advance sustainable climate-conscious practices to create a resilient future for our interconnected people and ecosystems for generations to come.

***San Bernardino Valley Water Conservation District -- Partnering With Nature To Store Our Water.***

## Values

1. We embody integrity through fiscal responsibility in public service by holding ourselves accountable to our partners and community at large.
2. We continue to build our community of employees, partners, businesses, and neighbors who drive our mission. Our success depends on responsive collaboration and transparent communication.
3. We are stewards of the water, land, and environment and are committed to sustainable practices that will ensure a resilient future.
4. We are ethical and respect both people and the environment to serve our community's diverse values.
5. We balance innovation and time-tested pragmatism to advance professional excellence, continually improving to meet the evolving priorities of today and a changing world tomorrow.
6. We are resilient. We adapt to address future climate impacts and ensure the District's next 100 years with our continued humble, flexible, and curious approach to water and the natural world.