



San Bernardino Valley Water Conservation District

Helping Nature Store Our Water

STRATEGIC PLANNING WORKSHOP AGENDA

Tuesday, June 6, 2023 – 1:30 p.m.

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

Call in (669) 900-6833, Meeting ID: 863 0806 7068

To join the Zoom Meeting on <https://us02web.zoom.us/j/86308067068>

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.

CALL TO ORDER

ROLL CALL

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#1939).....3**

Presenter: Betsy Miller

Recommendation: In workshop format review Strategic Plan adopted in 2017, consider future strategic goals and provide feedback on modifications to the plan.

4. **ADJOURN MEETING.** The next regularly scheduled Board of Directors Meeting will be on June 14, 2023 at 1:30 p.m., at District Headquarters, 1630 W. Redlands Blvd., Redlands, CA and via Zoom/teleconference.



San Bernardino Valley Water Conservation District

Helping Nature Store Our Water

Memorandum No. 1939

To: Board of Directors

From: Betsy Miller, General Manager

Date: June 6, 2023

Subject: Strategic Plan Update Workshop #1

Strategy Driver, Inc. has prepared a draft mission, vision, and values for Board review and discussion at the June 6 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. Is there any information missing that needs to be added?
2. Does anything need to be eliminated?
3. Does anything need to be modified, based on essence (rather than wordsmithing)?

We look forward to the discussion on June 6.

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Division 5:
Melody McDonald

GENERAL MANAGER

Betsy Miller


**SAN BERNARDINO VALLEY WATER CONSERVATION DISTRICT
STRATEGIC PLANNING WORKSHOP #1
JUNE 6, 2023**

OBJECTIVES

- Understand Strategic Plan Approach + Schedule
- Develop Mission, Vision, and Values
- Review Next Steps

AGENDA

TIME	DESCRIPTION	LEAD	OUTCOME
1:30 PM	INTRODUCTIONS <ul style="list-style-type: none"> • Introduction of consultant team • Meeting objectives + agenda 	Miller / Cross	<i>Understand meeting objectives</i>
1:40 PM	SP APPROACH + SCHEDULE <ul style="list-style-type: none"> • Review approach • Review schedule <ul style="list-style-type: none"> ○ April 2023 Survey/Interviews ○ May 2023 Staff Input ○ June 6 Workshop #1 ○ July 13 Workshop #2 ○ August 8 Workshop #3 	Pascoal	<i>Understand Strategic Plan approach and schedule</i>
1:50 PM	SURVEY/INTERVIEW RESULTS <ul style="list-style-type: none"> • Review consolidated survey and interview results as they relate to the Mission, Vision, and Value 	Pascoal	<i>Survey results shared</i>
2:05 PM	ENVISIONING A MISSION AND VISION <ul style="list-style-type: none"> • Review existing materials and collaborate to create an updated Mission and Vision 	Cross	<i>Refined Mission and a new Vision for the District</i>
3:15 PM	BREAK		
3:30 PM	CAPTURING VALUES <ul style="list-style-type: none"> • Use survey results to guide creation of a shared set of values 	Cross	<i>Drafted Values</i>
4:25 PM	NEXT STEPS <ul style="list-style-type: none"> • Verify next steps • Questions? 	Cross	<i>Understand next steps</i>
4:30 PM	ADJOURN		



San Bernardino Valley
Water Conservation District
Helping Nature Store Our Water

STRATEGIC PLANNING WORKSHOP #1

Mission, Vision, and Values
June 6, 2023

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




STRATEGY DRIVER INC
STRATEGY DRIVES RESULTS

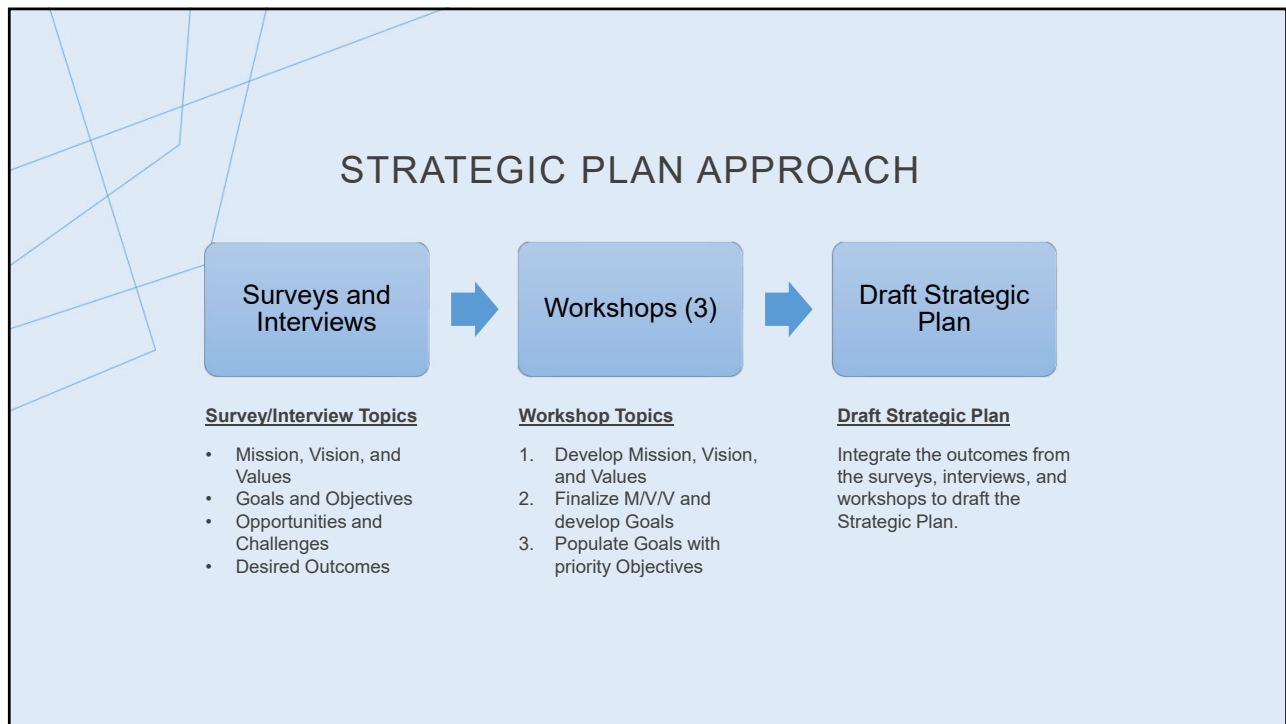
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AGENDA

- Introductions
- Approach
- Survey/Interview Results
- Envisioning a Mission and Vision
- Capturing our Values
- Next Steps
- Adjourn



2



3



4

SURVEYS AND INTERVIEWS

- Conducted April 2023
- Consultant team surveyed Staff and Board
 - 21 surveys sent
 - 17 responses received
- Ellen Cross interviewed all Board Members
- Neighboring agencies invited to participate via simplified “Stakeholder Survey”

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MISSION, VISION, AND VALUES

What is a Mission Statement?

Summary of organization’s core **purpose**, focus, and aims

What is a Vision Statement?

Focuses on the **future**; source of inspiration

What are Values?

Define the **way** the organization conducts its business

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EXAMPLES

MISSION (PURPOSE)

LinkedIn: To connect the world's professionals to make them more productive and successful.

Southwest: Dedication to the highest quality of Customer Service delivered with a sense of warmth, friendliness, individual pride, and Company Spirit.

VISION (FUTURE)

LinkedIn: Create economic opportunity for every member of the global workforce.

Southwest: To be the world's most loved, most efficient, and most profitable airline.

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CURRENT MISSION

The San Bernardino Valley Water Conservation District ensures recharge of the Bunker Hill Groundwater Basin in an environmentally and economically responsible way, using its facilities as well as all sources of high-quality surface water, including imported and recycled water. We strive to improve the sustainable supply and quality of groundwater while protecting and enhancing our land resources as we balance ecosystem responsibilities with public access and aggregate resources uses.

Does the current mission adequately define the District's purpose?

12

10

8

6

4

2

0

Yes

No

10

7

8

SUGGESTIONS TO IMPROVE MISSION

- Change “ensure recharge” to “strive to recharge”
- Include more about protecting plants, animals, and environment
- Reduce use of jargon
- We do more than balance an ecosystem; we fiercely protect habitat
- We have two critical functions:
- Capture and recharge groundwater
- Own and manage ecological preserves to protect sensitive lands and endangered species
- Include expansion of recharge and collaboration
- Reconsider referencing recycled water, as we do not currently use it for recharge or have permits to do so

CURRENT MISSION

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UPDATING THE MISSION

CURRENT MISSION

The San Bernardino Valley Water Conservation District ensures recharge of the Bunker Hill Groundwater Basin in an environmentally and economically responsible way, using its facilities as well as all sources of high-quality surface water, including imported and recycled water. We strive to improve the sustainable supply and quality of groundwater while protecting and enhancing our land resources as we balance ecosystem responsibilities with public access and aggregate resources uses.

NEW DRAFT MISSION

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

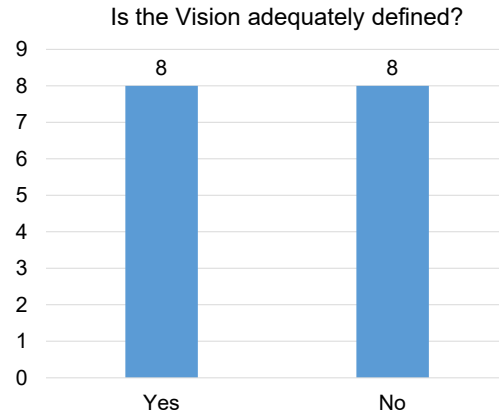
The District leverages our unparalleled expertise as stewards of the water and land, responsibly practicing water and habitat conservation, preserving and enhancing working landscapes, and preserving open space as a community asset.

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CURRENT VISION

The District currently has a vision as part of ***What Drives Us...and Why:***

For more than a century, we have cultivated our relationship to the community, to one another, and to the land itself. We are stewards of the San Bernardino Valley water basin and the native species of the wash above it. We protect the land that cradles our region's water by being proudly scrappy and fearlessly creative. We take a fiscally prudent, pragmatic approach towards fulfilling our mission so that the water supply and the environment it depends upon will be forever protected and available for the community's use.



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SUGGESTIONS TO IMPROVE VISION

- Add the following:
 - Expanded recharge
 - Unparalleled past experience (115 years)
 - Environmentally and economically responsible
 - Encourage endangered species to thrive
 - Knowledge sharing (in state and world)
 - Our actions now impact the next 100 years
- Remove scrappy; no longer accurate
- Revise “forever protected” – out of our control
- Vision Statement should be forward-looking

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UPDATING THE VISION

EXISTING VISION

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NEW DRAFT VISION

With over a century of storing groundwater beneath our multi-functional lands and preserving diverse habitat and open space, our prescient District will continue to expand and drive water supply reliability through collaborative nature-based solutions.

The District encourages community economic resources and endangered species to thrive compatibility on our operating landscapes. We advance sustainable carbon-conscious practices to create a resilient future for our interconnected people and ecosystems for generations to come. We will leave no stone unturned to Help Nature Store Our Water.

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NEW MISSION AND VISION

DRAFT UPDATED MISSION

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

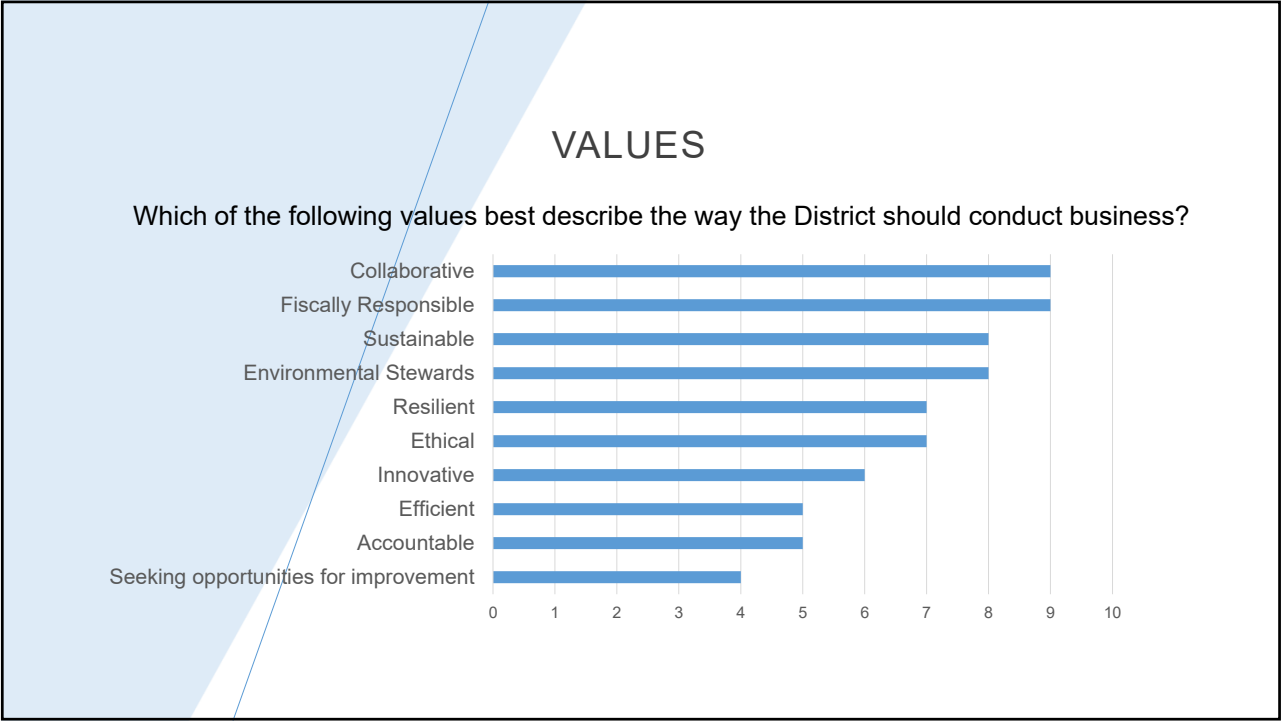
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NEW DRAFT VALUES

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 neighbors, employees, businesses and partners who are central to our success. Our future depends on our **collaborative partnerships** that thrive on **responsiveness** 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 will respect both people and the environment to serve our community's diverse values.

5. We balance **innovation** and time-tested pragmatism to uphold **professional excellence** by **continually improving** to meet the evolving priorities of today and a changing world tomorrow.

6. We are **resilient** and 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.

Values Survey Ranking

✓ Fiscally Responsible	9
✓ Collaborative	9
✓ Environmental Stewards	8
✓ Sustainable	8
✓ Ethical	7
✓ Resilient	7
✓ Innovative	6
✓ Accountable	5
✓ Efficient	5
✓ Seeking opportunity for improvement	4
✓ Professional excellence	3
✓ Communicative	3
✓ Community-oriented	3
✓ Transparent	3
✓ Partnership	2
✓ Integrity	2
✓ Responsive	2

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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	Objectives
August 8, 2023	Board Workshop #3	Objectives
September 13, 2023	Final approval for 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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