

November 21, 2022



SAN GORGONIO PASS
WATER AGENCY

• Established 1961 •

STRATEGIC PLAN DISCUSSION

Board of Directors

CV STRATEGIES

LOS ANGELES • PALM DESERT • SACRAMENTO



Milestones

Board
Retreat

Internal
Staff
Workshop

Retailer
Focus
Groups

Initial
Finding

Strategic Plan
Draft Staff
Review

Strategic Plan
Draft Board
Review

Strategic Plan
Adoption

Action Plan
Development



Board Retreat

- **Living Desert Experience:** Get away from the office to bond and create a cohesive vision for the organization
- **Interactive Exercises:** Engage collaboratively to build a sense of community within the Board, while having fun and remaining attuned to workshop goals
- **Results:** Set the foundation, direction and vision for the Strategic Plan





Plan Use – Why have a Plan?

- **Guide Decisions:** Empower staff to make informed decisions guided by clear Board direction – The Plan should provide a framework for everyday decision-making, as well as decisions made in times of crisis.
- **Educate Stakeholders:** Equip the Board with a tool to educate the public and legislators on the direction of the organization
- **Ensure Accountability:** Provide a resource to the Board that serves as a measure of success for the organization and a means to evaluate the General Manager
 - Through the Action Plan, timelines for strategies will be established, providing the Board with a way to determine progress and strategic goal progression



Strategic Plan Components

Vision

1

A vision statement is the aspirational description of how you see the future of the organization – ***Board Directed***

Mission

2

A mission statement defines your organization's purpose – ***Board Directed***

Core Values

3

Core values describe your organization's culture – ***Board Directed***

Strategic Goals

4

Strategic goals define the direction provided by the Board to staff in order to move toward the agency forward – ***Board Directed***

Strategies

5

Strategies identify a general approach or method to accomplish strategic goals – ***Board Approved***

Actions

6

Actions are specific activities that will be implemented to execute your strategies and are tied to a timeline and responsible party to ensure completion – ***Staff Directed***



Strategic Plan Example

- **Vision** Create a holistic plan for environmental stewardship through efficient wastewater management, extensive community engagement, inspirational leadership and integrated partnerships
- **Mission** Protect public health through safe, responsible wastewater collection and treatment, recovering the water for reuse and promoting environmental stewardship for our community
- **Core Values** Service | Trust | Leadership | Collaboration | Accountability | Sustainability
- **Strategic Goal 3** Promote financial policies and practices that support sustainability, integrity, innovation and responsible resource allocation for the organization.
- **Strategy 1** Create long-term financial forecast
- **Action C** Develop 5-year financial outlook | Lead: Justin | Support: Lisa | Due: Q2 FY 20



Strategic Plan Examples

C.R.E.A.T.E.

- C**OLLABORATION: Working together towards a common purpose
- E**NGAGEMENT: Building awareness and participation within our organization, our community and our industry
- T**EAMWORK: Connecting with each other to advance the organization
- R**ESILIENCE: Adapting well in the face of change
- A**CCOUNTABILITY: Acting responsibly and with our customers and the community
- E**XCELLENCE: Providing the very best for our customers

Communication

MAINTAINING EXCEPTIONAL STANDARDS THROUGH TRANSPARENCY, ACCOUNTABILITY AND AN OPEN DIALOGUE WITH CUSTOMERS

- Develop new, modernized website to enhance user friendliness and information accessibility, updating it to reflect current District communication objectives
- Expand the Public Water Agencies Group Conservation and Education Team (CET) to advance current RWD education efforts and education beyond the customer base to elevate conversations and education about critical water matters, broadening the RWD's
- Communicate beyond the customer base to elevate conversations and education about critical water matters, broadening the RWD's

Value

DELIVERING DIRECT CUSTOMER BENEFIT IN ALL THAT WE DO WHILE PROVIDING PRUDENT STEWARDSHIP OF ALL FINANCIAL DECISIONS

- Pursue additional shared services to leverage economies of scale
- Seek and enhance regional collaboration opportunities to benefit area water supply and customers
- Review finance department policies and procedures to ensure accountability and fiscal responsibility
- Pay off outstanding Cal-PERS liabilities to position RWD in a place of future financial security

Focus Area #2: Water Supply

Overview

Understanding water supply requires understanding water demand. Continued regional growth and previously enacted policies have resulted in a supply and demand equation that is not sustainable. Achieving our Mission and Vision will mean identifying priorities and initiatives that ultimately achieve long-term water supply reliability.

Strategies & Tactics

1. Prioritize frequent analysis of water supply and storage versus water needs and demands
 - 1.1 Provide more detailed water supply and cyclic storage updates at Board Meetings
 - 1.2 Advance Integrated Resources Management Plan
 - 1.3 Create and implement a cyclic storage strategy
2. Build imported water supply portfolio to address increased demand
 - 2.1 Support Delta Conveyance improvements that increase the reliability of the State Water Project
 - 2.2 Identify solutions for the delivery issues surrounding the East Branch of the State Water Project
 - 2.3 Consider additional investment in the East Branch of the State Water Project to increase delivery capacity
3. Support local water supply and groundwater basin stewardship initiatives
 - 3.1 Determine feasibility of building a groundwater well for the City of Sierra Madre
 - 3.2 Explore recycled water feasibility in the City of Monterey Park, actively engage RDA program with confidence
 - 3.3 Evaluate how much water SGVMWD would need in storage to support the RDA program with confidence
 - 3.4 Provide a supplemental source of imported water to fulfill the District's responsibility for its role in managing the Main San Gabriel Basin
 - 3.5 Consider benefits and opportunities of the Carson Regional Water Recycling Facility

Planning Goals

The purpose of this Strategic Plan is to create a framework for decision making that will shape and guide the Company's actions. It is a structured approach to establishing the Company's direction and to preparing for the future, using the Planning Goals listed to the right to ensure a long-lived, comprehensive Plan.

These goals led to a process with a focus on Shareholder feedback and a deep dive into organizational strengths, weaknesses, opportunities and threats, as well as a holistic review of Company policies, procedures and practices.

A Plan Created with Shareholders In Mind

Collaboration, Community, Commitment: is an illustration of California Domestic Water Company's dedication to engaging Shareholders and ensuring their input and recommendations are thoughtfully represented in the Company's future vision and planning. A primary tenet of the process, the Strategic Planning Committee asked CV Strategies to facilitate a series of meetings with Shareholders designed to solicit comments directly related to water operations, capital planning, outreach and regional leadership. The Company is firmly committed to maintaining an open dialogue with its Shareholders and continuously providing a forum, whether through this planning process or through regular meetings and correspondence, to obtain constructive feedback.

Highlights

Over several weeks in July and August of 2020, meetings with Shareholders were conducted, identifying areas of success, needed improvements and general insight. Included:

Water System & Operations

- Enhance shareholder reliability of water deliveries
- Create a capital improvement plan to address future reliability needs and potentially add to capacity, if needed
- Evaluate sustainability options and measures to incorporate into systems and operations
- Consider opportunities and processes to achieve 100% wholesale operations

Succession Planning

- Create an organizational plan to strengthen staff development and build a foundation of institutional knowledge that can be transferred to a future workforce
- Develop cross-training program to increase employee knowledge and understanding of other department functions
- Implement professional development training options for senior management and key staff
- Perform comparative analysis of environmental, social and corporate governance benchmarks and industry compensation
- Ensure diversity, equity and inclusion are a significant focus for the Company

Governance

- Evaluate Board qualifications and establish succession criteria framework
- Review and update Rules and Regulations Governing Water Service to reflect current utility management practices and provide Shareholders with an understanding of their water entitlements and service
- Review and update Corporate By-Laws and formalize Policy Manuals to reflect current organizational values and strategic initiatives

California Domestic Water Company | Strategic Plan

STRATEGIC INITIATIVES 11

Action Plan Example

INFORMATION SYSTEMS & DATA MANAGEMENT

STRATEGIC GOAL 4: *Identify and leverage information and data management systems to ensure responsible infrastructure management and promote an efficient and innovative organization.*

		Start Development	Implementation
OBJECTIVE 5: Evaluate IT hardware to support organizational needs		FY 21	FY 23
	MILESTONE: Create specifications for standardizing hardware by employee classification	FY 21	FY 21
	MILESTONE: Evaluate current phone system and consider options for replacement	FY 21	FY 22
	MILESTONE: Implement additional network security protocols	FY 21	FY 21
	MILESTONE: Replace outdated and unsupported SCADA servers	FY 21	FY 21
	MILESTONE: Increase bandwidth and internet redundancy between Hilltop Office and Treatment Plant	FY 21	FY 23
	MILESTONE: Replace outdated radio communications system between West County agency partners	FY 21	FY 21



Thank You!

CVSTRATEGIES