

San Geronio Pass Water Agency

DATE: December 18, 2023
TO: Board of Directors
FROM: Lance Eckhart, General Manager
SUBJECT: **Strategic Plan - 2023**

RECOMMENDATION

Staff recommends the Board of Directors consider adopting the 2023 Strategic Plan.

BACKGROUND

At the direction of the Board of Directors, SGPWA began the development of a Strategic Plan in 2023 to help steer the Agency over the next five years as it continues to work toward long-term regional water security. SGPWA hired CV Strategies to help guide the Agency through the process and develop a final document.

Board members participated in a workshop on February 11, 2023, to revise the Agency's mission and vision, determine the Agency's core values, and shape the plan's focus within critical themes. On June 12, 2023, the Board approved strategic goals to support developing detailed objectives. Objectives were crafted by staff to align with the goals. A draft plan was presented to the Board for feedback at the October 2, 2023, Board meeting, and a Final Draft was made available at the November 20, 2023, Board meeting.

The Strategic Plan is a living document that should be updated at least every five years or as needed. In 2024, work on the Strategic Plan will continue to develop tactical goals to meet the objectives identified during the plan's development.

ANALYSIS

Following the October 2, 2023, meeting, feedback from the Board was incorporated into the plan's Final Draft. The mission, vision, core values, key themes, goals, and objectives are considered complete.

The final phases of the plan's development, anticipated in 2024, include:

- Creating a goal-driven implementation timeline for the plan with established priorities over the next five years.
- Update the plan with new photos at the Board's direction. A photoshoot will be scheduled to accomplish this task.

These steps will occur concurrently over the next few months, and an updated final version will be provided to the Board.

FISCAL IMPACT

No new fiscal impact.

ACTION

Adopt the 2023 Strategic Plan Update.

ATTACHMENTS

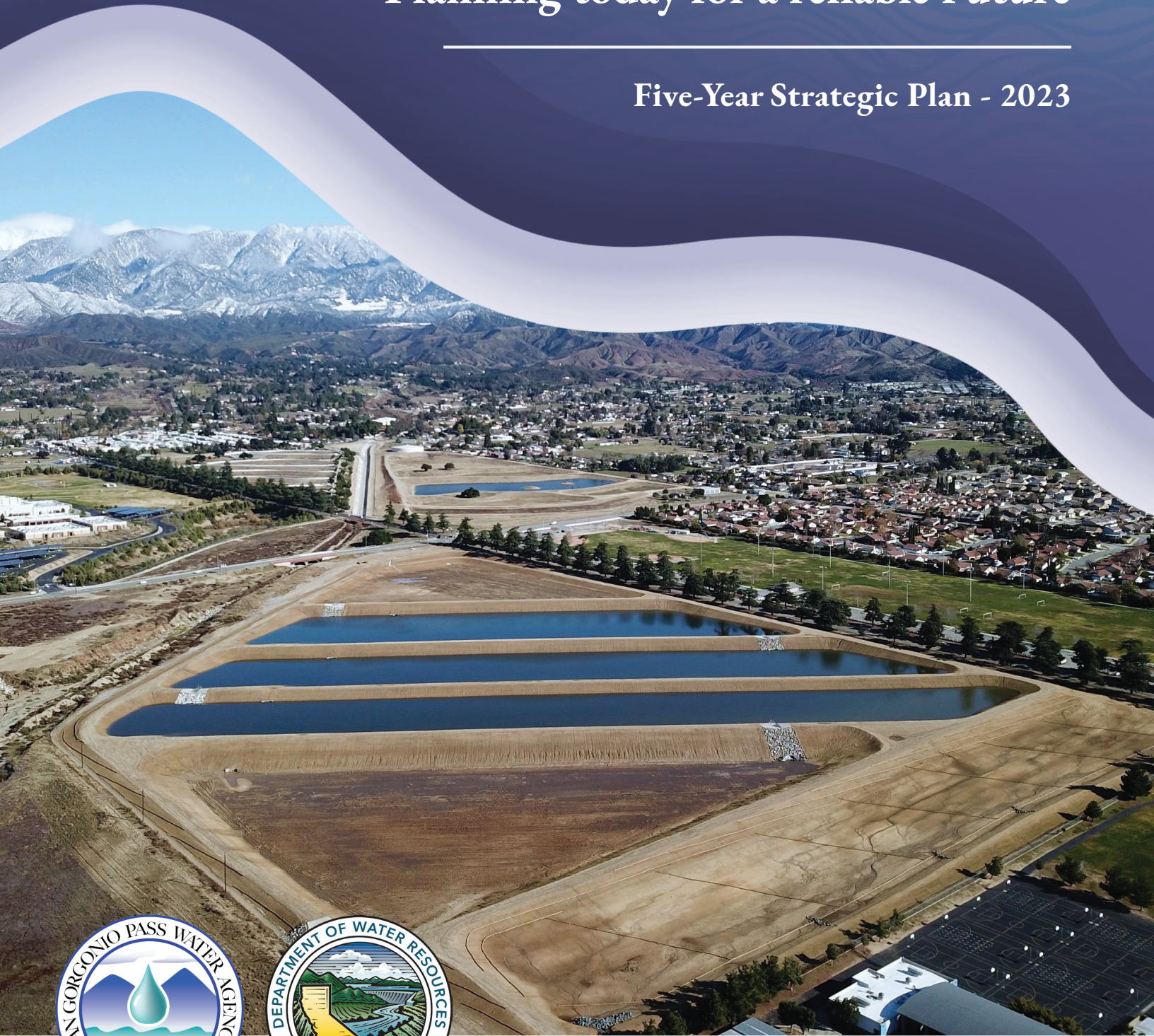
Final Strategic Plan Update - 2023

SAN GORGONIO PASS WATER AGENCY

Regional Water Security

Planning today for a reliable future

Five-Year Strategic Plan - 2023



Executive Summary

San Geronio Pass Water Agency (SGPWA) is a dynamic and collaborative agency focused on ensuring a sustainable water supply for the region, today and for years to come.



As part of our efforts to secure future reliability, the Agency developed the following Strategic Plan. The plan is designed to serve as a guidepost for SGPWA as we meet our mission and work toward our vision over the next five years.

The plan's creation process included several stages, such as reshaping the Agency's mission, vision and values.

The development process was a collective effort between the Board of Directors and Agency leadership and employees. The resulting plan reflects our dedication to an innovative and forward-thinking organization.

As SGPWA moves toward the future, our emphasis will continue to be serving the region to address water challenges and opportunities through stewardship and collaboration, while engaging the public and stakeholders on the critical value of sustaining water supplies. We are dedicated to diversifying water resources, advancing partnerships, improving infrastructure reliability and maintaining financial stability – all with transparency, team development and responsible governance in mind.

The SGPWA Strategic Plan is a carefully curated pathway that allows SGPWA to embrace the future, empower ourselves and our partners, and craft a trail that continues to foster industry leadership with a transformative impact.

Process



2023 Timeline





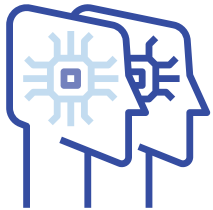
Mission

San Geronio Pass Water Agency supports the region's quality of life through sustainable water management.



Vision

San Geronio Pass Water Agency aims to provide water security that meets the needs of the region within an evolving landscape, transcending boundaries to work toward common goals, create synergy through collaboration and ensure an adequate water supply today and in the future.



Values

Collaborative

Reliable

Responsive

Innovative

Accountable

Trustworthy

Sustainable

Forward-focused



About Us

Formed in 1961, SGPWA is a State Water Contractor that serves a 225-square-mile area of western Riverside County. We import State Water Project (SWP) water from Northern California to the region to replenish local groundwater basins.

Located in Beaumont, California, SGPWA ensures a reliable water supply that supports the health and wellbeing of residents and the growth and prosperity of communities.

In addition to groundwater preservation and supply dependability, SGPWA is a steward in water resource management and diversification, drought mitigation and water-efficiency education. We build local water system facilities and infrastructure, lead water transfers to support storage for later use, provide support to small water suppliers, partner in statewide water projects and collaborate on regional water reliability and conservation efforts.



Collaboration is Key

Partnerships are vital to building long-term water security. SGPWA's member agencies and some of our partners include:

- Banning Heights Mutual Water Company
- Beaumont-Cherry Valley Water District
- Cabazon Water District
- Cherry Valley Water Company
- City of Banning Public Works
- City of Beaumont
- City of Calimesa
- High Valleys Water District
- Mission Springs Water District
- San Bernardino Valley Municipal Water District
- South Mesa Water Company
- Yucaipa Valley Water District

By the Numbers

In collaboration with the state and local partners, SGPWA's shared delivery and storage system benefits a population of more than 106,000 people in the Pass Area.



225-square-mile service area



33 miles of pipeline for the East Branch Extension (connection to the SWP)



5 pump stations



2 reservoirs



2 active groundwater recharge facilities in the Pass Area, one owned and operated by SGPWA, and more planned in the future



7 metering stations

Key Themes & Strategic Goals



WATER SUPPLY & STEWARDSHIP

Align with the current and future water landscape, supporting the region's long-term needs by diversifying the local supply portfolio and advancing water sustainability.



FINANCE & ADMINISTRATION

Sustain long-term financial stability by engaging in prudent planning to guide informed decision making.



PERSONNEL

Position the agency for long-term success by continuing to grow a welcoming and collaborative environment that attracts and retains devoted employees.



REGIONAL LEADERSHIP, INDUSTRY RELATIONSHIPS & COLLABORATION

Maintain, foster and expand collaboration with local, regional, state and federal partners to develop strategic solutions to water supply challenges and opportunities.



INFRASTRUCTURE & SYSTEM RELIABILITY

Ensure a reliable delivery system that advances efficiency and resiliency.



GOVERNANCE

Serve the public with dedication, determination, transparency, collaboration and a commitment to expanding knowledge.



PUBLIC ENGAGEMENT

Engage and educate the public in a meaningful way that generates a greater understanding of the agency's role in water supply reliability and the importance of sustainability.





Objectives

Water Supply & Stewardship

STRATEGIC GOAL 1: Align with the current and future water landscape, supporting the region's long-term needs by diversifying the local supply portfolio and advancing water sustainability.



Photo courtesy of California Department of Water Resources

OBJECTIVES:

1. Establish relationships and expand collaborative opportunities at the local, regional, state, and federal levels that will enhance the water supply in the region. (See Regional Leadership, Industry Relationships, and Collaboration, page 10.)
2. Sustain infrastructure investment to provide a robust regional water distribution and storage system. (See Infrastructure and System Reliability, page 7.)
3. Continue to participate in and facilitate local and state projects that increases water supply reliability, such as Sites Reservoir, Delta Conveyance, and other State Water Project facilities.
4. Seek opportunities in the California water market to maximize the beneficial use of Agency water assets.
5. Expand water banking, local and abroad, for future utilization.
6. Explore new tactics to support future supply and mitigate regional droughts, such as desalination, stormwater capture, cloud seeding, recycled water, and other opportunities as they arise.
7. Support local small water systems in securing funding and resources.
8. Promote water conservation by partnering with regional stakeholders. (See Regional Leadership, Industry Relationships, and Collaboration, page 10, and Public Engagement, page 11.)
9. Align with and support local water and land use plans.
10. Work with the local adjudication and Groundwater Sustainability Agencies to manage the region's groundwater basins.



Infrastructure & System Reliability

STRATEGIC GOAL 2: Ensure a reliable delivery system that advances efficiency and resiliency.

OBJECTIVES:

1. Develop additional recharge facilities to support conjunctive use.
2. Investigate additional opportunities to increase water storage capabilities.
3. Maintain resilient telemetry and security systems.
4. Strategically acquire property necessary to support the region's long-term resource needs.
5. Partner with other State Water Contractors to advance statewide infrastructure goals to preserve system reliability.
6. Assess existing infrastructure and facilities to create an asset management program.



Finance & Administration

STRATEGIC GOAL 3: Sustain long-term financial stability by engaging in prudent planning to guide informed decision making.

OBJECTIVES:

1. Commission a rate study to ensure long-term financial sustainability.
2. Develop a comprehensive long-term financial plan.
3. Seek relevant grants and funding to address current and future water needs.
4. Pursue and participate in infrastructure investments, water sales, transfers, and agreement opportunities to optimize Agency financial resources.
5. Consider generational investments to ensure future reliability and secure water supplies for years to come.
6. Improve the budget format to meet Government Finance Officers Association (GFOA) goals and update the annual financial audited statements, demonstrating accountability. Improve public transparency by achieving the GFOA Triple Crown Award.
7. Optimize the Agency procurement process.
8. Assess and update policies and ordinances to align with the Agency's mission, vision, and values.



Governance

STRATEGIC GOAL 4: Serve the public with dedication, determination, transparency, collaboration, and a commitment to expanding knowledge.

OBJECTIVES:

1. Ensure that Agency representation by the Board of Directors and staff leadership is strategic and consistent through ongoing educational updates.
2. Broaden perspectives and gain feedback by attending other agency meetings.
3. Periodically consider Board structures, such as committees, to best serve public needs.
4. Provide ongoing education to the Board of Directors on issues affecting the Agency and the regional water landscape.
5. Conduct Board and leadership spokesperson training.
6. Institute a formal Board orientation program.
7. Develop a plan and prepare the Board Directors to provide Agency reports to area cities and water retailers.





Personnel

STRATEGIC GOAL 5: Position the agency for long-term success by continuing to grow a welcoming and collaborative environment that attracts and retains devoted employees.



OBJECTIVES:

1. Develop a staffing plan that addresses succession planning and staffing needs, challenges and opportunities to ensure long-term organizational success.
2. Annually review and update (as needed) job descriptions, classifications, compensation and benefits to competitively attract and retain top talent.
3. Institute a formal new employee orientation program.
4. Encourage employee career growth by investing in staff training and professional development programs.
5. Develop and enhance standard operating procedures to optimize employee workflows.
6. Develop an annual evaluation process that provides opportunities for improvement, provides critical feedback, and rewards exceptional employees.
7. Continue to foster a supportive, collaborative workplace culture where employees want to continue working.
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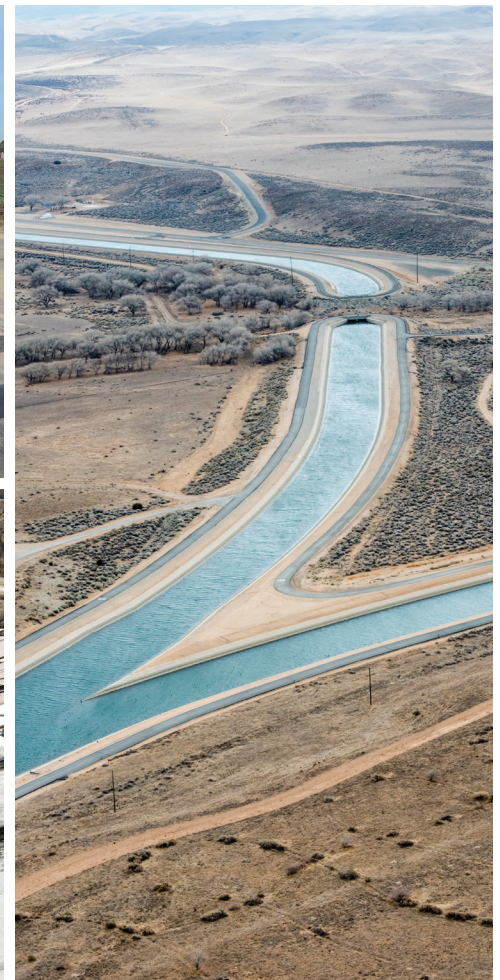
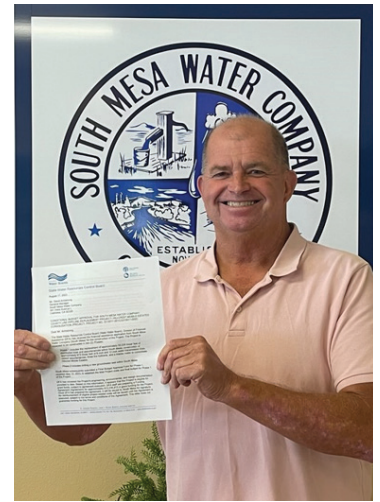


Regional Leadership, Industry Relationships & Collaboration

STRATEGIC GOAL 6: Maintain, foster, and expand collaboration with local, regional, state and federal partners to develop strategic solutions to water supply challenges and opportunities.

OBJECTIVES:

1. Cultivate local, regional, state, and federal partnerships and identify opportunities to promote and expand collaboration with new or existing partners.
2. Engage state and federal advocates on behalf of local and California-wide water opportunities and challenges. Explore opportunities for collaboration with partners and stakeholders to communicate messages.
3. Coordinate with other agencies and organizations on grants and multi-partner project opportunities.
4. Develop consistent regional messaging to ensure alignment with partner agencies.
5. Host an annual/biennial Water Supply Update event for the public, partners, stakeholders, and industry leaders.



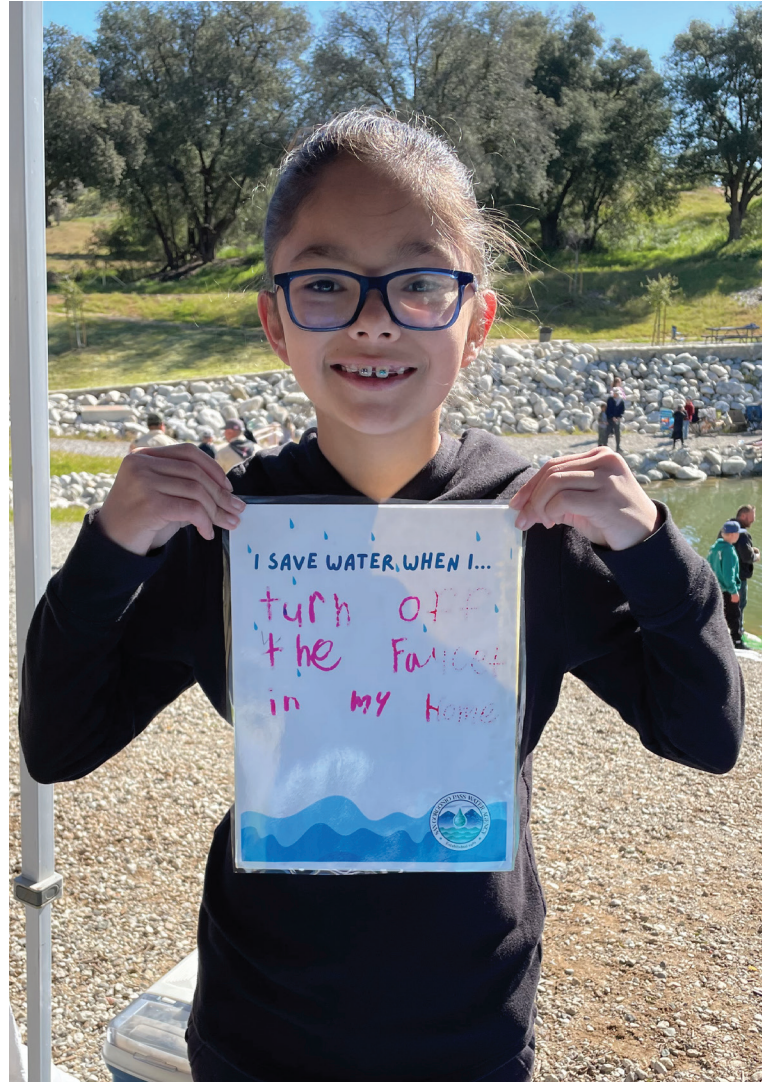


Public Engagement

STRATEGIC GOAL 7: Engage and educate the public in a meaningful way that generates a greater understanding of the agency's role in water supply reliability and the importance of sustainability.

OBJECTIVES:

1. Develop a public information program aimed at building community trust and knowledge that includes both Agency goals and regional collaborative efforts.
2. Advance community presence to ensure alignment with Agency communication priorities.
3. Generate educational content to increase public engagement, positive perception, and understanding of the Agency/local water landscape.
4. Host community-focused educational workshops and participate in area events.





Creating a reliable, regional water future

San Geronio Pass Water Agency is committed to safeguarding and expanding local, regional and statewide water supplies so that water will always be available when needed today, tomorrow and for future generations.



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