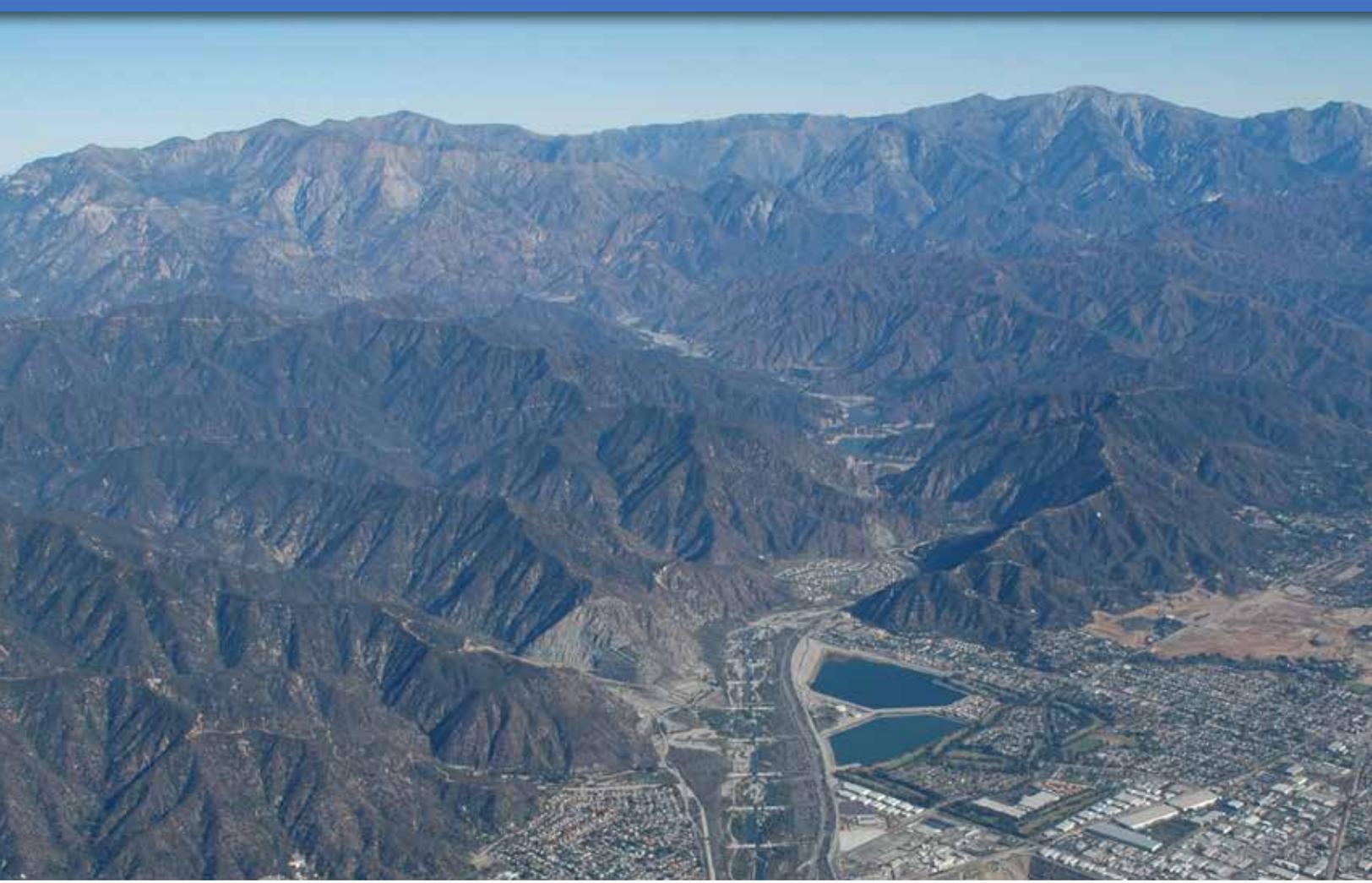
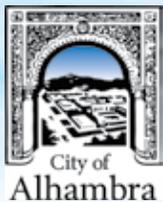


San Gabriel Valley Municipal Water District

Strategic Plan



Serving the communities of:



About SGVMWD

Mission:

The San Gabriel Valley Municipal Water District provides reliable supplemental water for the communities of Alhambra, Azusa, Monterey Park and Sierra Madre in a cost-effective and environmentally responsible manner.

Vision:

A leader in water resource management, the San Gabriel Valley Municipal Water District will provide a diversified and reliable supplemental water supply for the benefit of the communities we serve.

Core Values:

- Leadership
- Stewardship
- Water Reliability
- Fiscal Responsibility
- Public Service
- Integrity & Transparency
- Efficiency & Effectiveness
- Public Understanding & Engagement
- Safety

As part of the October 2019 Strategic Planning Process, the Mission, Vision and Core Values were reviewed and an updated Vision and new Core Values were subsequently adopted by the Board of Directors.

Executive Summary

Situational Analysis

The San Gabriel Valley Municipal Water District's Strategic Plan guides our work and enables our team to focus its effort on our Mission and Vision. Our Mission – The San Gabriel Valley Municipal Water District provides reliable supplemental water for the communities of *Alhambra, Azusa, Monterey Park, and Sierra Madre* in a cost-effective and environmentally responsible manner – provides the framework for all we do. As a Board of Directors, we concentrate on strategic planning regularly to examine our goals and reaffirm the District priorities that help us achieve them. It is also our chance to determine our vision for the next few years.

This process began in early 2019 with a series of interviews and a subsequent board workshop designed to assess the changing environment and determine how to best respond proactively as an organization. The Situational Analysis identified the challenges and opportunities the District faces in four key areas of focus: Governance, Water Supply, Finances and Outreach. The workshop also provided a brainstorming forum to set priorities and action steps that will drive the collective goals of the Board of Directors over the next several years.

The Situational Analysis helped inform a basis of understanding of the environment of the planning process with the following general highlights:

Challenges

- » *Water demand is currently outpacing water supplies*
- » *Cyclic storage continues to decline*
- » *Water supplies are potentially even lower than they appear*
- » *Member cities are unique in their needs and situations*
- » *Forecasted demand requires an annual supply of approximately 21,000 acre feet (equivalent to an annual allocation of 74 percent from the Department of Water Resources)*

Opportunities

- » *The possibility of increased water supply reliability through a Delta Conveyance Project and East Branch Improvements*
- » *If we can satisfy our demand with the supply we currently have access to, we have the opportunity to create an advantage for the District*
- » *Increased communication between the District and member cities can offer relief from demand through both water use efficiency and agreement negotiation*
- » *The District has reached financial stability and is positioned to handle future structural deficits effectively*
- » *An engaged and educated Board allows the District to increase visibility and viability*

Following the Situational Analysis exercise, more detailed conversation, debate and brainstorming occurred identifying specific planning elements. Long-term goals are the milestones informed by the District's Mission and Vision. These set a benchmark for the District to guide operations for far-reaching objectives. The Strategies highlighted in the Plan advance the District's goals through shorter-term objectives. And finally, the Tactics serve as actionable directives that are specifically linked to results.

The dedication of both the staff and the Board of Directors in refining this plan will help secure results for now and the future.

Board of Directors



Mark R. Paulson
Division I
Alhambra



Steven Placido
Division II
Alhambra /
Monterey Park



Thomas Wong
Division III
Monterey Park



Miles Prince
Division IV
Sierra Madre



Bruce Knoles
Division V
Azusa

Goals



Balance the supply, demand, storage equation



Ensure the dependability of our water delivery system by managing the District's assets efficiently and effectively



Pursue additional local and imported water supplies to diversify our portfolio



Create long-term financial stability through demand forecasts and future-focused fiscal policies



Empower the Board to engage with the community and inform policy decisions



Actively advocate and leverage legislative and industry connections, engaging strategic partnerships commonly motivated by shared goals

Focus Area #1: Governance

Overview

Governing strategically means leading strategically. Central to that success is a balance of authority, accountability, transparency and stewardship, each among the core principles that guide our work and enable our team to focus its effort on our Mission and Vision.

Strategies & Tactics

1. Evolve identity to reflect current needs of the organization

- 1.1 Adopt and roll-out updated Vision statement
- 1.2 Implement Core Values across the agency by creating touchstones throughout the District
- 1.3 Evaluate options to highlight the District's identity within the communities it serves

2. Engage and empower Board of Directors by providing additional educational tools, resources and opportunities

- 2.1 Create calendar of special workshops designed to focus on key topics including Delta Conveyance, supply vs. demand, member agency agreements and updates, District finances and local investment opportunities
- 2.2 Build communications resources including key topics and associated information
- 2.3 Develop orientation program for new Board Members
- 2.4 Evaluate and consider alternative committee structure
- 2.5 Encourage Board participation in industry events like the annual ACWA conferences
- 2.6 Increase Board visibility at City level by attending City Council meetings and other community groups to provide water supply updates
- 2.7 Foster relationships with key legislators and advance the District's regional presence

Key Performance Indicators

- Adopt new Vision statement
- Engage Board in quarterly targeted workshops
- Evaluate and enhance Board packets
- Educate member cities regarding water supply status
- Build relationships with local and regional legislators

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 in the process
 - 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



4. *Manage demand through member agency agreement negotiations*

- 4.1 Consider current policies and agreements to identify demand reduction opportunities, including the Metropolitan Water District of Southern California/City of Sierra Madre Supplemental Water Supply Agreement and City of Azusa's water rights
- 4.2 Engage Board in agreement negotiation and discussion at demand-specific workshop

5. *Ensure water delivery system dependability today and for the future*

- 5.1 Conduct Capital Replacement Study in collaboration with an independent engineering firm
- 5.2 Assess low flow functionality holistically to ensure pipeline is running at peak efficiency regardless of flow

Key Performance Indicators

- Address Integrated Resources Management Plan
- Report reduced demand through water agreement negotiations
- Increase water supplies cost effectively through imported and local water sources
- Establish drought management policy
- Finalize Capital Replacement Study

Focus Area #3: Finance

Overview

Frequently, the issue is not whether the water is available, but at what cost. We are dedicated to providing cost-effective, supplemental water for our member cities. A long-term financial view balancing increased costs, variable revenue and thoughtful investments is essential to meeting the goals of the District.

Strategies & Tactics

1. *Invest in long-term financial planning*
 - 1.1 Conduct Board workshop on fiscal landscape and vision
 - 1.2 Develop and implement 10-year Financial Plan
 - 1.3 Evaluate current reserve policy and consider future adjustments
 - 1.4 Consider a financial protection analysis, determining the right mix of property tax charges and water rates
 - 1.5 Pursue grants focused on the District's primary purpose and objectives
2. *Ensure today's rates reflect best practices and future fiscal needs*
 - 2.1 Conduct rate study to determine whether costs exceed current revenues
 - 2.2 Evaluate member agency rates and charges, analyzing pass through policies
 - 2.3 Perform comparative rate study among other state water contractors
 - 2.4 Collaborate with other state water contractors to identify and negotiate the investment needed for East Branch improvements and Delta Conveyance

Key Performance Indicators

- Use Financial Plan to inform Board decisions on expenditures and acquiring additional revenues
- Study future rates and property taxes to support water supply initiatives
- Build rates and charges based on a thorough understanding of the current billing landscape
- Build strategy to support Delta Conveyance annual investment

Focus Area #4: Outreach & Engagement

Overview

Reaching a target audience about water conservation and influencing their behavior is not easy when they are bombarded with information and distractions. Effective public engagement relies on specific messages delivered through specific vehicles to specific audiences. Partnering with our member cities for public outreach and conservation education is vital to changing attitudes and behaviors.

Strategies & Tactics

1. Craft Strategic Communications Plan

- 1.1 Develop long-term communications goals and strategies to increase informational impact
- 1.2 Streamline current communication efforts and budget
- 1.3 Identify resource allocation opportunities and strategies
- 1.4 Create key messages that reflect District water supply objectives and organizational culture
- 1.5 Determine stakeholders and stakeholder groups to ensure outreach is targeted for each audience
- 1.6 Assess current communications budget and tactics to determine effectiveness
- 1.7 Review website for areas to improve user experience and increase interaction

2. Increase water use efficiency through education and programming

- 2.1 Evaluate current rebate programs and identify additional rebate opportunities
- 2.2 Build classroom outreach presentations and activities
- 2.3 Use social media platforms to create community conservation dialog
- 2.4 Invigorate current messaging through targeted conservation campaign
- 2.5 Enhance San Gabriel Valley Water Forum program by increasing attendance, promotional opportunities and overall impact
- 2.6 Develop facility tour program
- 2.7 Increase conservation materials reach by providing resources in multiple languages

3. *Enhance connection with member cities by providing additional communications resources*

- 3.1 Develop individualized member agency communications toolkit
- 3.2 Leverage Watermaster Outreach Initiative to expand communications resources and provide consistency in messaging
- 3.3 Facilitate one-on-one communications meetings with member agencies to dovetail outreach strategies
- 3.4 Build messaging vehicles in multiple languages reflective of the communities we serve

Key Performance Indicators

- Develop and implement Strategic Communications Plan
- Build customized water use efficiency resources, programs and/or support for member cities
- Leverage social media to increase District reach
- Consider and adopt new rebates program
- Reduce reliance on outside communications services







For more information about San Gabriel Valley Municipal Water District and the Board of Directors that guides us, please visit sgvmwd.org.