



SANTA ANA WATERSHED
PROJECT AUTHORITY

SAWPA Strategic Planning Update

Agenda Item No. 6.A

Jeff Mosher, General Manager
October 15, 2024

Recommendation

Receive and File.

SAWPA Strategic Plan Update – Background and Objective

- Commission directed staff to prepare for a Strategic Plan review
- Brief History:
 - **2011 Strategic Plan**
 - 2016 Update
- Today:
 - Review current efforts
 - Recommended approach based on:
 - SAWPA Member Agency GMs input
 - Current Strategic Plan proposal (Water Systems Consultants [WSC])



SAWPA Workplan
November 15, 2011

INTRODUCTION AND BACKGROUND

In early 2011, a consultant, Salvador Lopez, was hired by SAWPA to work with SAWPA upper management staff to develop a Strategic Plan for SAWPA. On April 5, 2011, the SAWPA Board approved a new strategic plan vision, mission, values, and goals. The vision, mission, and values are defined as follows.

Our Vision

SAWPA's vision is a sustainable Santa Ana River Watershed that provides clean and reliable water resources for a vibrant economy and high quality of life for all, while maintaining healthy ecosystems and open space opportunities.

A successful SAWPA provides value to its member agencies and to the watershed as a whole by facilitating collaboration across boundaries to address common goals and tackle problems that are larger than any individual entity.

Our Mission

SAWPA strives to make the Santa Ana River Watershed sustainable through fact-based planning and informed decision-making, regional and multijurisdictional coordination, and the innovative development of policies, programs, and projects. Our mission is accomplished through a number of specific functions:

Maintaining peace in the watershed;

Facilitating conflict resolution through collaborative processes;

Preparing an integrated watershed-wide water management plan that provides a unified vision for the watershed;

Operating the Inland Empire Brine Line to convey salt out of the watershed and support economic development;

Developing water-related initiatives, particularly those that require the participation of several entities;

Identifying, pursuing, securing and administering supplemental funds for the watershed; and

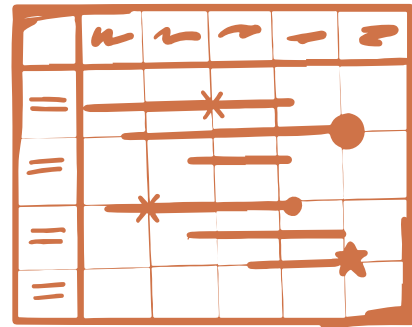
Influencing legislation for the benefit of the watershed.

Strategic Planning Background

(Slides courtesy of WSC)

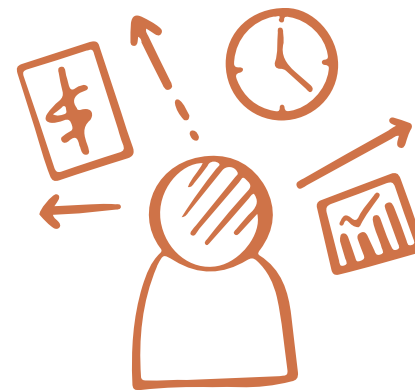


Why Do You Need a Strategic Plan?



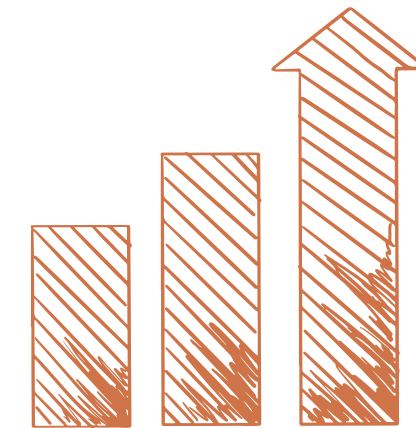
Purpose and Direction

- Guides the organization toward long-term goals and priorities.
- Establishes a shared vision to align all stakeholders.



Improved Decision-Making

- Facilitates better resource allocation and proactive problem-solving.
- Helps anticipate challenges and address them strategically.



Enhanced Performance and Accountability

- Sets measurable goals to track progress and outcomes.
- Encourages continuous improvement through regular assessments.

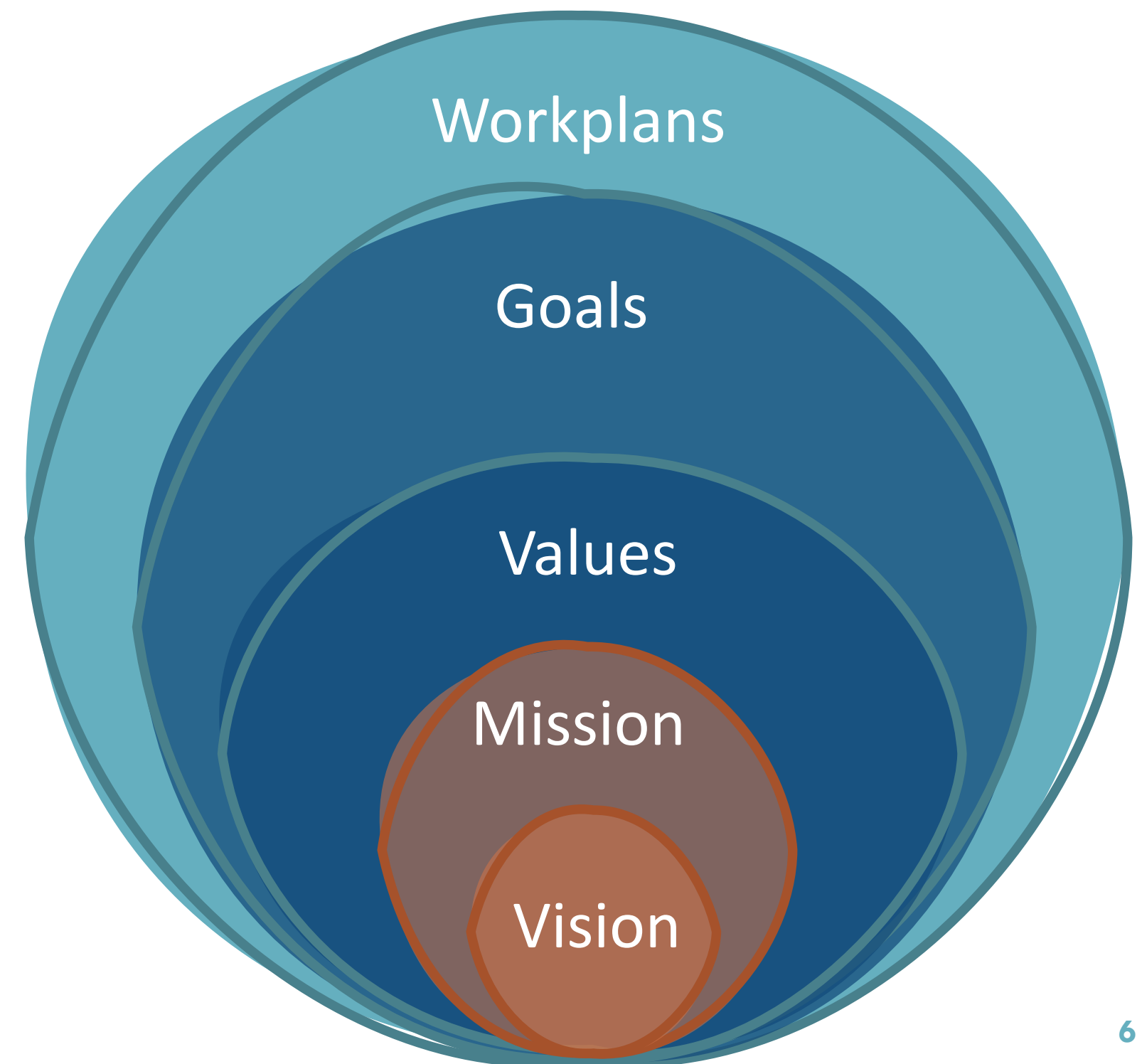
What is a Strategic Plan?

A Roadmap for the Future

- Outlines the organization's vision, mission, and core values.
- Includes goals, strategies, and success metrics for guiding actions.

A Framework for Alignment

- Unifies stakeholders around shared objectives.
- Ensures daily activities support the organization's mission.



A Living Document

Your Strategic Plan
Will Evolve

with changing circumstances and organizational priorities. Regular reviews ensure it remains relevant and effective over time.



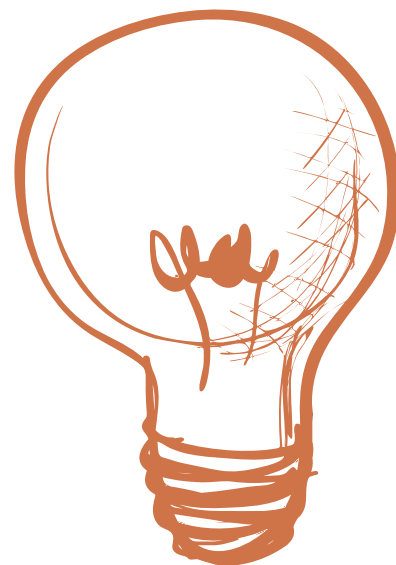
Strategic planning helps
Prioritize Resources

based on strategic goals, ensuring the most important initiatives receive the necessary support for successful implementation.



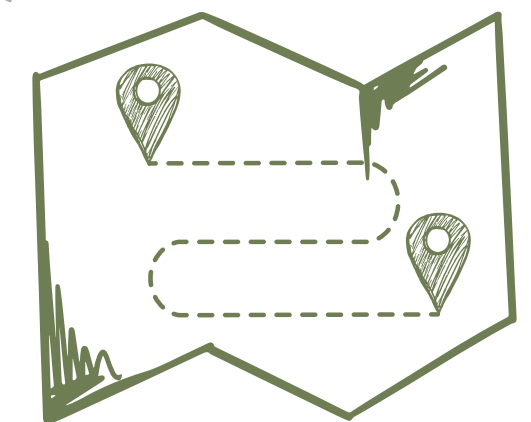
Encourages
**Consistent,
Strategic Decisions**

by providing a framework for SAWPA's long-term vision and mission.



Sets measurable goals and success metrics, allowing the organization to

**Monitor Progress
and Hold Everyone
Accountable**



SAWPA Strategic Planning Background



Why now?

- 2011 Strategic Plan needs an update
 - New thinking and strategies
- Topics
 - Future of Brine Line
 - Outcomes of Brine Line Master Plan
 - Watershed factors:
 - Potentially complex impacts on the watershed from drought and climate
 - State priorities are changing
 - OWOW Plan in need of refresh or even rethinking
 - Uncertainty in IRWM (DWR still supports)
 - Emphasis on “**Watershed Resiliency**”
 - ICARP grant (Climate Adaptation and Resilience Plan)
 - **Position region for future funding**

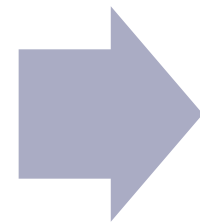


I C A R P
Integrated Climate Adaptation & Resiliency Program

SAWPA Strategic Plan History

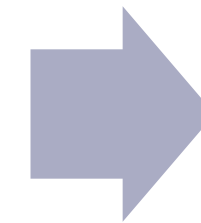
2011 Strategic Plan

- Vision, Mission, and Values
- Goals and Strategies
 - Work Tasks
 - Last updated in 2015
- Resides on the SAWPA website



2016 Strategic Plan Update

- Business Lines
 - Brine Line
 - OWOW
 - Roundtables
- Critical Success Factors
- Processes, Activities, and Tasks
- Last formally updated in 2016



2025 Strategic Plan

- Commission and Member Agency driven
- Review Vision, Mission, Values
- Goals, strategies, and Success Metrics
- Updated Strategic Plan

2011 SAWPA Strategic Plan

<https://sawpa.gov/about-us/sawpas-strategic-plan/>



Our Vision (2011 Strategic Plan)

Our Vision

- SAWPA's vision is a sustainable Santa Ana River Watershed that provides clean and reliable water resources for a vibrant economy and high quality of life for all, while maintaining healthy ecosystems and open space opportunities.
- A successful SAWPA provides **value to its member agencies and to the watershed** as a whole by **facilitating collaboration** across boundaries to **address common goals and tackle problems** that are larger than any individual entity.

Our Mission (2011 Strategic Plan)

- SAWPA strives to make the Santa Ana River Watershed sustainable through fact-based planning and informed decision-making, regional and multijurisdictional coordination, and the innovative development of policies, programs, and projects.
- Our mission is accomplished through a number of specific functions:
 - **Maintaining peace** in the watershed
 - **Facilitating conflict resolution through a collaborative process**
 - Preparing an **integrated watershed-wide water management plan** that provides a unified vision for the watershed
 - Operating the **Inland Empire Brine Line** to convey salt out of the watershed and support economic development
 - Developing **water-related initiatives**, particularly those that require the participation of several entities
 - **Identifying, pursuing, securing, and administering supplemental funds** for watershed
 - **Influencing legislation** for the benefit of the watershed

Our Values (2011 Strategic Plan)

- Our strategy and day-to-day operations are guided by values strongly held by our member agencies, management, and staff:
 - Leadership
 - Collaboration and Cooperation
 - Creativity
 - Fact-based Decision Making
 - Respect
 - Transparency, Integrity, and Professionalism

Our Values (2011 Strategic Plan)

Leadership

- In the development and advancement of a vision and plan for a sustainable watershed, and in the incorporation of new paradigms for water and watershed planning.

Collaboration and Cooperation

- Among member agencies and other stakeholders in the watershed toward the formulation and implementation of solutions to watershed-wide, multi-jurisdictional problems.

Creativity

- In the pursuit of new approaches to watershed planning, the use of new technologies, and the enhancement of a new water ethic in the watershed.

Fact-Based Decision-Making

- To identify neutral and transparent solutions that maximize the benefit to the entire watershed.

Respect

- For all voices and perspectives in the watershed to develop sound solutions and maximize consensus building.

Transparency, Integrity, and Professionalism

- To maintain the respect and trust of our partners, and to attract and retain talented and committed individuals to our organization.

Goals and Strategies (2011 Strategic Plan)

1. Achieve optimal use of local water supplies and reduce reliance on imported water
2. Improve water quality
3. Achieve salt balance and ensure continued cost-effective and reliable operation of the brine line
4. Balance water supply needs with natural habitat protection
5. Build public understanding and support for watershed sustainability
6. Facilitate incorporation of water resources management in land use planning
7. Be a resource for compliance with AB32 (greenhouse gas regulations)
8. Secure external funding for the watershed to support accomplishing watershed goals

2016 Strategic Plan Effort

- Evaluated SAWPA Business Lines:

- Brine Line
- OWOW
- Roundtables and Task Forces

- Developed:

- Purpose and Objectives
- Critical Success Factors
- Processes, Activities, and Tasks

Brine Line Critical Success Factors

1. Minimize disruptions to customers.
2. Ensure that Brine Line value and benefits are known to economic development agencies and others.
3. Maintain sufficient funding and reserves for current and future Capital and O&M costs through a stable, predictable, and affordable rates and charges.
4. Provide professional and highly-trained staff across planning, administration, engineering and field operations.
5. Protect and preserve the useful life of Brine Line assets through strategic maintenance, repair, and capital improvements.
6. Conduct proactive capital and O&M planning to improve efficiency and maintain needed capacity in the long and medium terms.
7. Maintain strong relationships with OCSD and regulatory agencies.
8. Operate the Brine Line to: (1) protect the OCSD treatment plant and the environment from non-compliant dischargers, and (2) eliminate any uncontrolled pipeline releases.

2025 Strategic Plan Approach

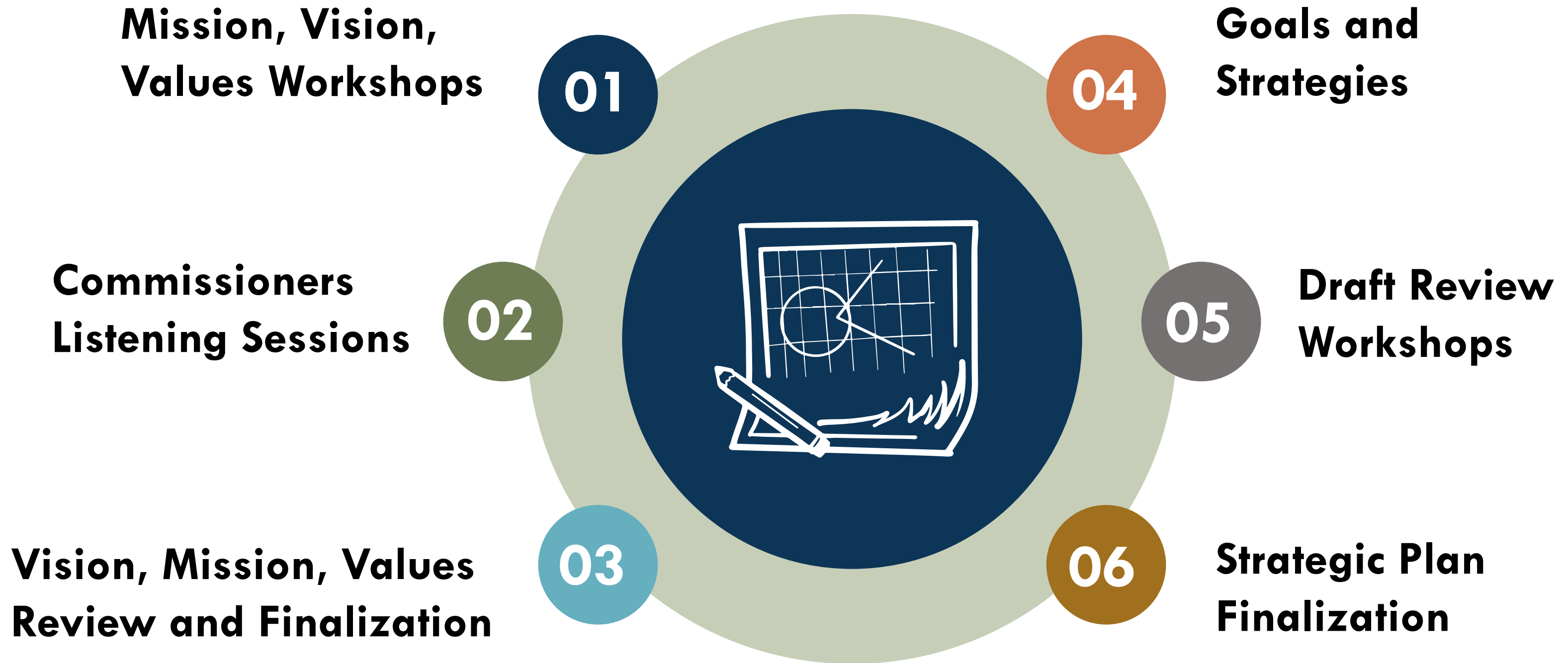


WSC Proposal

- Revised WSC Proposal (2024)
- Approach would involve:
 - Commission
 - GMs and Member Agency Staff
 - SAWPA staff
 - WSC Facilitation
- Approach would:
 - Build on existing trust
 - Encourage discussion on critical issues and needs
 - Promote bigger-picture thinking

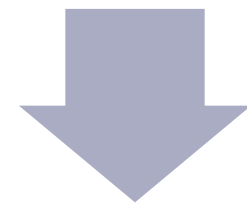


Suggested Approach

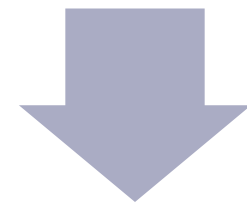


SAWPA Strategic Planning Outcomes

1. Review and revise **Vision** and **Mission** statements



2. Review and revise **Values**

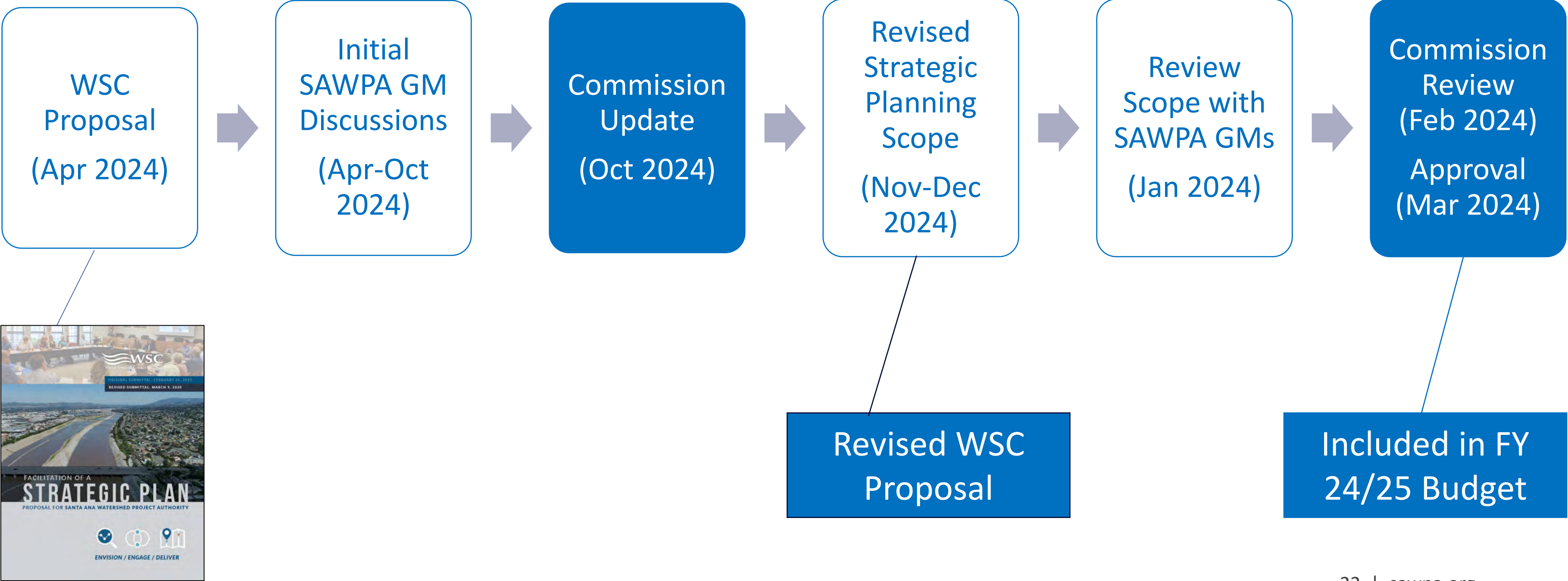


3. Review and revise **Goals, Strategies, and Success Factors**

2025 Strategic Plan Documents

- Executive Summary
- Appendixes (details on Goals and Strategies)

Recommended Approach to Develop Strategic Planning Scope



Proposed Tasks



Proposed Next Steps

Date	Item
October 15, 2024	Informational Item for Commission
November 2024	Update WSC Proposal (Scope and Budget)
January 2025	Review revised scope with GMs
Jan or Feb 2025	Informational Item for Commission
Feb or Mar 2025	Commission Approval of Strategic Plan Facilitation with WSC
Mar-Dec 2025	Strategic Planning Process

Recommendation

Receive and File.

Questions

