

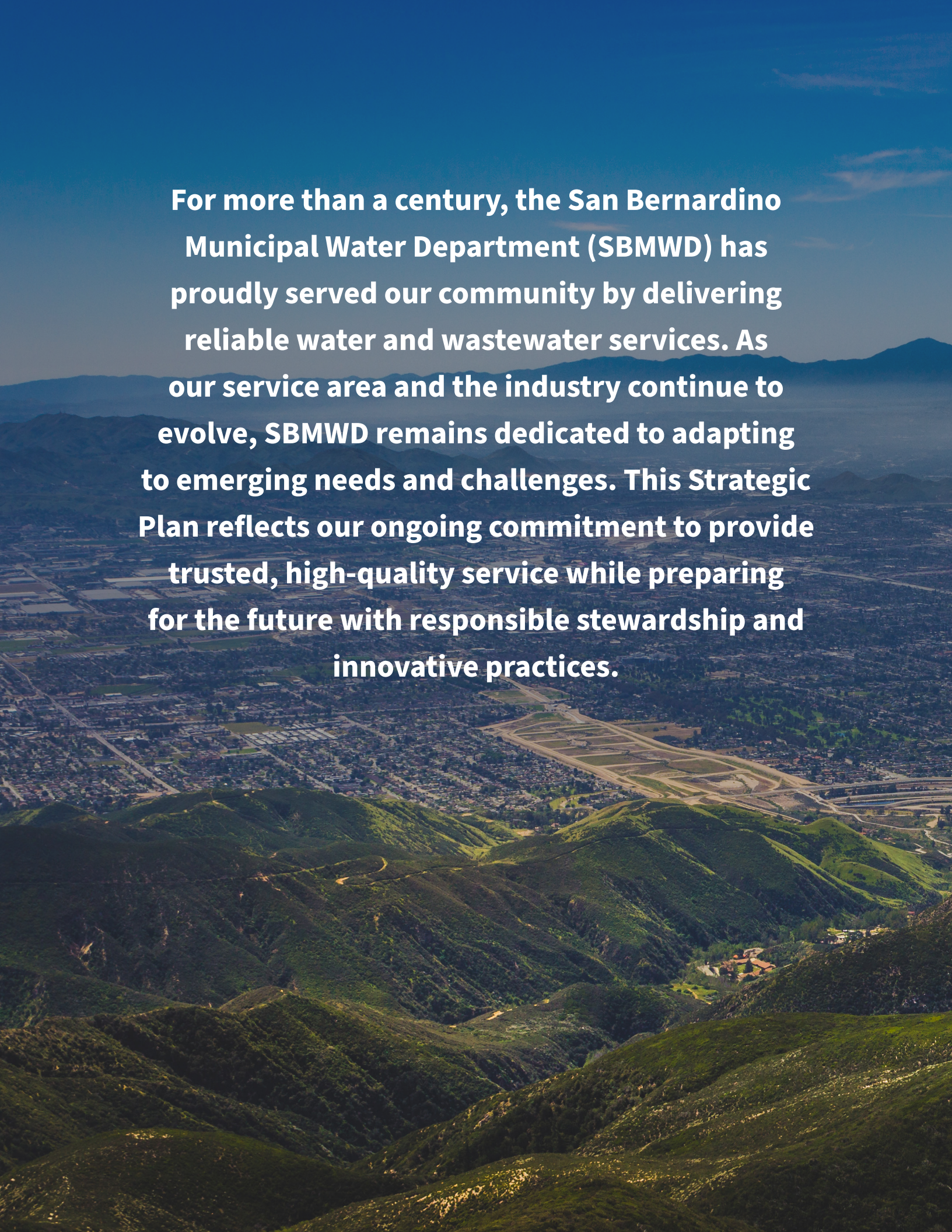


STRATEGIC PLAN UPDATE

San Bernardino Municipal Water Department

2025



An aerial photograph showing a city with a grid street pattern, surrounded by green hills and mountains under a clear blue sky. The text is overlaid on the upper half of the image.

For more than a century, the San Bernardino Municipal Water Department (SBMWD) has proudly served our community by delivering reliable water and wastewater services. As our service area and the industry continue to evolve, SBMWD remains dedicated to adapting to emerging needs and challenges. This Strategic Plan reflects our ongoing commitment to provide trusted, high-quality service while preparing for the future with responsible stewardship and innovative practices.



BACKGROUND

Over the years, SBMWD has periodically evaluated and updated its strategic goals, ensuring alignment with changing demands, regulatory requirements, and community expectations. This updated Strategic Plan builds upon our past efforts and captures key priorities identified by the Water Board, staff, and stakeholders. By focusing on clarity and relevance, the Plan continues SBMWD's tradition of operational excellence and community engagement.

PURPOSE OF THE PLAN

The Strategic Plan is designed to guide SBMWD's decisions and initiatives in a consistent, transparent manner. It provides a clear roadmap for the Department, outlining where we want to go, how we intend to get there, and the core values that shape our work. By articulating a unified vision, mission, values, and goals, we align our day-to-day operations with the broader aspirations of our organization and the needs of our community.



VISION, MISSION, VALUES AND GOALS

Vision

Leading the transformation of water management to ensure a resilient future for our community and department through innovation and partnerships.

Mission

To meet the needs of the community by providing sustainable, high-quality water and wastewater services in a transparent, environmentally responsible, and efficient manner.

Values

- Innovation
- Community Engagement
- Environmental Stewardship
- Integrity
- Collaboration

Goals

1. Team Development and Training
2. Modernize & Secure Critical Infrastructure
3. Elevate Customer Experience & Public Trust
4. Build Strategic Partnerships
5. Ensure Financial Health & Transparency
6. Champion Environmental Compliance & Sustainability

A smiling woman with blonde hair, wearing a yellow cardigan over a dark floral top, is seated at a desk in an office. The background shows other office workers and computer monitors. The entire image is overlaid with a semi-transparent blue filter. At the bottom, there are stylized white and light blue wavy lines.

VISION

Leading the transformation of water management to ensure a resilient future for our community and department through innovation and partnerships.

A vision statement describes the desired long-term impact and direction of an organization. It is an aspirational look at our future, where we aspire to be, and how we intend to lead within our industry and community.

MISSION

To meet the needs of the community by providing sustainable, high-quality water and wastewater services in a transparent, environmentally responsible, and efficient manner.

A mission statement explains the fundamental purpose of an organization, why it exists and what it does. While a vision looks ahead, the mission focuses on the present responsibilities and ongoing commitment to our customers, community, and environment.

VALUES



Values are the principles and standards that shape an organization's culture and helps guide decisions and interactions with stakeholders.



Innovation

Applying practical and effective technologies and methods to enhance service delivery and operational efficiency.



Community Engagement

Delivering reliable, responsive services while fostering trust and collaboration with our diverse community.



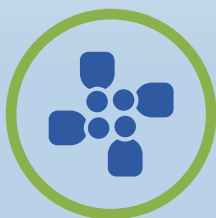
Environmental Stewardship

Protecting our natural resources and proactively adapting to future challenges.



Integrity

Ensuring all actions are conducted with transparency, accountability, and ethical standards.



Collaboration

Nurturing strong partnerships with local, regional, and state organizations to address industry challenges and achieve common goals.

GOALS

Goals are the measurable and actionable targets that translate our vision and mission into practical steps. They ensure that all members of the Department can understand and contribute to our strategic priorities.



GOAL 1

Team Development & Training

Enhance organizational capacity through continuous learning and professional development opportunities for all staff members.

GOAL 2

Modernize & Secure Critical Infrastructure

Identify and resolve critical vulnerabilities and modernize infrastructure to increase efficiencies and optimize operational performance, ensuring reliability and sustainability of water and wastewater services.

GOAL 3

Elevate Customer Experience & Public Trust

Maintain high customer service satisfaction levels and enhance public-relations efforts for community engagement.

GOAL 4

Build Strategic Partnerships

Strengthen relationships and strategic partnerships with local, regional, and state stakeholders to leverage resources and expertise.

GOAL 5

Ensure Financial Health & Transparency

Support service reliability and affordability through prudent financial management practices, including cost-effective operations, budget transparency, and long-term financial planning.

GOAL 6

Champion Environmental Compliance & Sustainability

Advance environmental stewardship, safety, and regulatory excellence by strengthening compliance systems, promoting sustainable practices, and supporting resilient operations across all facilities and functions.

GOAL 1

Team Development & Training

Enhance organizational capacity through continuous learning and professional development opportunities for all staff members.

- 1.1 Develop a Department-wide Training & Development Framework** that standardizes mandatory and job-specific training across every division, using on-line modules, shadowing, and certification pathways.
- 1.2 Increase Recruitment, Retention, and Succession Programs** incorporating internship pipelines from local high schools, community colleges, and universities and internal cross training opportunities as available.
- 1.3 Embed Staff Voices in Decision-Making** through quarterly employee organization meetings and various committees and inviting representatives to project-scoping meetings.
- 1.4 Enhance Cyber Security & Safety Training** with regular phishing simulations and online learning, incident-report drills, and updated safety-specific field and tabletop exercises.
- 1.5 Celebrate Excellence** through service recognition programs on the intranet, newsletters, and Board presentations.

GOAL 2

Modernize & Secure Critical Infrastructure

Identify and resolve critical vulnerabilities and modernize infrastructure to increase efficiencies and optimize operational performance, ensuring reliability and sustainability of water and wastewater services.

- 2.1 Implement a Comprehensive Asset-Management Program** that unifies water, wastewater, electrical, fleet, and IT assets with risk-based prioritization.
- 2.2 Complete, Update, and Effectively Communicate Master Plans** for Sewer Collection, WRP, RIX, SCADA, Electrical, and Water Supply on timely five-year refresh cycles.
- 2.3 Deliver Priority Capital Projects**—annual water and sewer main replacements, Digester B Phases I-III, East Influent Siphon Phase III, micro-grid and power-resiliency upgrades, Water Utility Relocation, increase water supply capacity, and backup-power installs at critical sites.
- 2.4 Transition Legacy Systems to the Cloud** and deploy high-availability architecture with disaster-recovery fail-over for all business-critical applications.
- 2.5 Expand Advanced Metering Infrastructure (AMI)** and implement a Developer Portal to increase efficiency, promote transparency, and provide real-time data exchange.

GOAL 3

Elevate Customer Experience & Public Trust

Maintain high customer service satisfaction levels and enhance public-relations efforts for community engagement.

- 3.1 Deploy Real-Time Customer Notifications** for outages, repairs, and personalized water-use insights via web, SMS, and mobile app.
- 3.2 Introduce Text-to-Pay & Automated Delinquency Alerts** to offer convenient, self-service payment options.
- 3.3 Provide Front-Line Training** to ensure consistent, concise, and complete responses to common inquiries.
- 3.4 Publish User-Friendly Dashboards & Infographics** to effectively communicate Department business and promote transparency.
- 3.5 Expand Education & Outreach Campaigns** actively engaging with our community as partners to promote the Department's public health and environmental protection successes, guided by a refreshed Strategic Communications Plan and branding guide.
- 3.6 Continue 24-Hour Inquiry Response** and track customer feedback to drive continuous improvement.

GOAL 4

Build Strategic Partnerships

Strengthen relationships and strategic partnerships with local, regional, and state stakeholders to leverage resources and expertise.

- 4.1 Actively Participate in Regional Task Forces & Industry Associations** to share best practices and influence policy.
- 4.2 Host Inter-Agency Coordination Meetings** with neighboring water and wastewater providers, regulators, and academic partners.
- 4.3 Maintain Frequent, Consistent Communication** with city officials including city administration, Mayor, and City Council to provide Water Department updates.
- 4.4 Establish Cost-Share & Grant Coalitions** for shovel-ready projects in conservation, resiliency, and infrastructure renewal.
- 4.5 Strengthen Regulatory Relationships** through proactive compliance consultations and timely feedback loops.
- 4.6 Partner with Local Schools & Colleges** to expand talent pipelines and community visibility.

GOAL 5

Ensure Financial Health & Transparency

Support service reliability and affordability through prudent financial management practices, including cost-effective operations, budget transparency, and long-term financial planning.

- 5.1 Adopt a Five-Year Financial Plan** aligned with the master portfolio of capital projects and asset-management priorities.
- 5.2 Enhance Budgeting** by integrating improved forecasting tools and interactive financial models into the rate-setting and budget processes.
- 5.3 Diversify Revenue** via targeted grant pursuits, federal/state programs, and public-private partnerships.
- 5.4 Optimize Debt & Reserves** through scheduled refinancing reviews and reserve-fund policies that strengthen the Department's financial health.
- 5.5 Streamline Procurement & Billing** using ERP vendor portals, automated invoice workflows, and digital bill-presentment.

GOAL 6

Champion Environmental Compliance & Sustainability

Advance environmental stewardship, safety, and regulatory excellence by strengthening compliance systems, promoting sustainable practices, and supporting resilient operations across all facilities and functions.

- 6.1 Achieve 100 % Regulatory Compliance** by digitizing permit tracking, automating reports, and conducting quarterly audits.
- 6.2 Lead a Regional Biosolids Strategy** to secure long-term, resilient disposal and beneficial-use solutions.
- 6.3 Reduce System Water Loss** through expanded leak-detection, meter calibration, and pressure-management programs.
- 6.4 Implement Renewable & Efficient Energy Solutions**—micro-grids, solar arrays, and high-efficiency pumps—to cut greenhouse-gas emissions.
- 6.5 Transition Fleet to Low- or Zero-Emission Vehicles** in accordance with evolving regulations and total-cost-of-ownership analyses.
- 6.6 Institutionalize Risk-Mitigation & Safety Programs** aiming for a 20 % reduction in accidents and liability claims.
- 6.7 Safeguard Water Sources & Watershed** through strengthened partnerships and best-management practices.

SBMWD's Strategic Plan continues our legacy of service, innovation, and community partnership. By clearly articulating our vision, mission, values, and goals, we ensure each department initiative serves the best interests of our customers and upholds the standards that have guided SBMWD for over a century.



This living document will be revisited regularly so that we can evolve alongside our growing community and respond effectively to changing industry demands. Ultimately, our aim is to foster a resilient and vibrant future, delivering on our promise to provide exceptional water and wastewater services for all.





Customer Service: (909) 384-5095

Main Line: (909) 384-5141

SBMWD.org | @SBCityWater