

ELEVATE TO '28

*The State Water Project's
Risk-Informed Strategic Plan*



JANUARY 2024

TABLE OF CONTENTS

5	Message from the Deputy Director
7	Who We Are
11	Our Strategy to Elevate to '28
14	Our Mission, Vision, and Purpose
15	Our Core Values
18	Our Goals and Objectives
	<i>1. Advance an industry-leading safety culture</i>
	<i>2. Be the employer of choice</i>
	<i>3. Accelerate adaptation and strengthen resiliency for a changing climate</i>
	<i>4. Promote awareness of the State Water Project's significance</i>
	<i>5. Optimize infrastructure, financial integrity, and operations</i>
27	Our Risk-Informed Strategic Planning Process
38	Acknowledgements
40	Glossary

FEATHER RIVER FISH HATCHERY

Steelhead raised at the hatchery are released into the Feather River at Boyd's Pump Boat Launch in Yuba City.

Photo taken February 2021.

MESSAGE FROM THE DEPUTY DIRECTOR



I hope this message finds you well and filled with optimism for the future. As we stand at the threshold of a new chapter in the State Water Project's journey, I am proud to share with you our new risk-informed strategic plan — "**Elevate to '28.**"

Every day I am inspired by the perseverance, dedication, and commitment the DWR team has for the State Water Project (SWP). As stewards for sustainably managing the water resources of California, we are committed to *elevating* our strategic approach and honing our focus, ensuring reliable services for the people and environment of California *through 2028 and beyond* (hence the name, "**Elevate to '28.**"). It is this spirit that will guide us through the challenges and triumphs that lie ahead.

Since its construction in the 1960s, the SWP has served Californians and the environment by providing water supply, flood protection, clean hydropower, environmental benefits, and recreation opportunities. These efforts not only sustain California communities and industry, but also play a vital role in supporting the future of our great state. As we look to the future, we will use **Elevate to '28** to embrace change and seize opportunities for continued growth and innovation.

The water landscape in California is changing, presenting us with new challenges, technologies, and possibilities. It is our responsibility as stewards of the SWP to adapt and lead for the future. I am confident that, together, we can overcome any obstacle and continue to be at the forefront of water management excellence. Our shared commitment to reliability, affordability, and sustainability — as outlined in this strategic plan — will not only secure a better future for California but will also leave a lasting legacy for generations to come.

Each drop of water we manage has the potential to nurture life, foster growth, and sustain prosperity. Let us approach the future with enthusiasm, innovation, and a united spirit. By working together, there is no limit to what we can achieve. I have full confidence that through **Elevate to '28**, the SWP will not only meet the challenges of tomorrow, but will also emerge stronger, more resilient, and better equipped to serve the needs of California.

It is an honor to guide the SWP, and I am proud of the individuals that collaboratively work together as one team to make the success of the SWP a reality. I enthusiastically commit to serving you, the environment, and the people of California.

Here's to a future filled with achievement, progress, and shared success!



Ted Craddock

Ted Craddock, Deputy Director of the SWP



FLOATING CLASSROOM

Elementary school students float through the Feather River while scientists provide information on conservation efforts and restoration projects.

Photo taken November 2023.

WHO WE ARE

OUR HISTORY

In 1960, Californians took a major step in funding the growth of their economy and the prosperity of the people by voting to adopt the Burns-Porter Act. The act led to the construction of the State Water Project (SWP), designed to address California's formidable water challenges. The SWP represents a monumental testament to human ingenuity and engineering prowess, fostering social, economic, and environmental well-being and prosperity throughout the Golden State.

SWP facilities enable what is now considered an everyday norm, but was groundbreaking upon its creation—conveying safe, reliable, and affordable water from Northern California watersheds to meet the municipal, agricultural, and industrial needs of the San Joaquin Valley, the San Francisco Bay Area, the Central Coast, and Southern California. Our vast service area spans over 27 million individuals and supports an economy with a Gross Domestic Product surpassing \$2.25 trillion. In other words, if our service area were its own nation, it would rank as the 8th largest economy in the world.

SWP services do not stop at water supply and delivery. We provide flood control to our communities by using reservoir storage to capture flood flows. We are the fourth largest producer of power in the state, operating hydroelectric plants to meet SWP's power demands and supply clean energy to the California grid. In addition to these essential services, we provide millions of people with world-class outdoor recreational opportunities, including boating, fishing, and camping.

California has grown rapidly over the past 60 years, and we – the SWP – have grown alongside it. With this growth came new opportunities for us to minimize water management impacts on the native ecosystem and promote the equitable distribution of water throughout the state. We have and will continue to adapt, rising to the challenge of preserving California's native ecosystems while continuing to provide the benefits that make California the great state that it is today.



THE FIRST POUR

Sand and gravel from California's 58 counties was used for the ceremonial first pour at the SWP Oroville Dam site in Butte County.

Photo taken April 1963.



LIGHTING THE WAY

Newly installed lighting illuminates Oroville Dam's main spillway at sunrise during activation testing. The lights will be used intermittently based on operational needs.

Photo taken February 2020.

OUR FUTURE

Looking ahead, we know that California's water challenges will continue to be exacerbated by long-term population growth and changing climate patterns. We are committed to facing these challenges head on as California comes to rely ever more heavily upon the benefits that the SWP provides. Elevate to '28 outlines the innovative and measurable actions that we will implement to address these challenges and seize future opportunities.

We are excited to build upon the SWP's long legacy of excellent service through the creative solutions born out of Elevate to '28. Through the goals and objectives outlined in this plan, we strive towards our vision to be the most reliable, sustainable, and resilient water provider for the people and environment of California, now and for future generations.

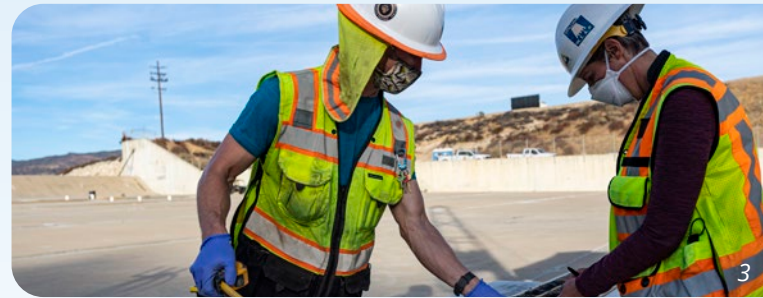
OUR DIVISIONS AND OFFICES

The SWP is comprised of **seven divisions and offices**



THE STATE WATER PROJECT ANALYSIS OFFICE (SWPAO)

SWPAO provides the SWP project initiation and program control support, fairly and equitably allocates SWP expenditures to all SWP beneficiaries, annually determines the SWP Contractors' charges (currently in excess of \$1.6 billion) in accordance with water supply contract provisions and applicable laws, and publishes the Bulletin 132 series, Management of the California SWP.



THE DIVISION OF ENGINEERING (DOE)

DOE performs real estate, geomatics, architectural, and engineering services. The division manages engineering and construction on a wide variety of water infrastructure systems and elements such as dams, reservoirs, canals, tunnels, and pumping and powerplants.

- 1) SWPAO meets to discuss key cost drivers (2023)
- 2) Salmon tagging at the Feather River Fish Hatchery (2022)
- 3) Earth and rock sampling at Castaic Dam (2021)



THE HYDROPOWER LICENSE PLANNING AND COMPLIANCE OFFICE (HLPCO)

HLPCO is responsible for planning, managing, coordinating, leading, and overseeing DWR's federal hydropower license activities in order to comply with regulatory and compliance requirements while securing cost-effective, safe, reliable, and responsive benefits for the people and environment of California.



THE DELTA CONVEYANCE OFFICE (DCO)

DCO is responsible for planning, permitting, and engineering oversight on the Delta Conveyance Project, an effort to modernize the SWP infrastructure in the Delta to preserve water supply reliability into the future.

- 4) Pyramid Dam (2019)
- 5) Motor refurbishment at Gianelli Pumping-Generating Plan (2021)
- 6) Bethany Reservoir (2022)
- 7) MSO facilitates a public training session (2023)



THE DIVISION OF OPERATIONS AND MAINTENANCE (O&M)

O&M manages the daily and long-term operations and maintenance activities of the SWP facilities, including pumping and hydroelectric plants, dams, reservoirs, aqueducts, and buildings. Sacramento staff and those located in the Oroville, Delta, San Luis, San Joaquin, and Southern field divisions are responsible for the operation and maintenance of SWP, including both routine and emergency repairs.



THE MODELING SUPPORT OFFICE (MSO)

MSO develops and applies models and other analytical tools to help water managers make informed decisions about how best to manage water for people, farms, and the environment, as well as to protect lives and properties from flooding and drought.



CALIFORNIA AQUEDUCT

The California Aqueduct and agricultural fields in Stanislaus County. The SWP delivers clean water to 750,000 acres of irrigated farmland across the state.

Photo taken May 2023.

OUR STRATEGY TO ELEVATE TO '28

Our new strategic plan, Elevate to '28, sets the trajectory for the SWP for the next five years and beyond. The following pages detail our mission, vision, and purpose for Elevate to '28, the core values that guide our work, and the goals and objectives we will achieve over the next five years.

ELEVATE TO '28



MISSION

Explains how we will achieve our purpose and goals. SWP shares DWR's mission statement because we are all united in sustainably managing California's water resources.



VISION

The "north star" of Elevate to '28, guiding our strategy so that we can achieve SWP's ideal future.



PURPOSE

A clear description of what we are working to achieve; an inspiring reminder of *why* we do what we do.



CORE VALUES

The fundamental principles that guide the way SWP personnel work with those they serve and together as colleagues.



GOALS

Results that organize the efforts of SWP leadership, divisions, and offices.



OBJECTIVES

Key milestones and outcomes that can be measured and evaluated to achieve SWP's goals. Each goal has 3-5 objectives.

OUR MISSION, VISION, AND PURPOSE



OUR MISSION

To sustainably manage the water resources of California, in cooperation with other agencies, to benefit the state's people and protect, restore, and enhance the natural and human environments.



OUR VISION

To be the most reliable, sustainable, and resilient water provider for the people and environment of California, now and for future generations.



OUR PURPOSE

Operate the State Water Project as one team to provide safe, reliable, and affordable water for the well-being and prosperity of California.

CALIFORNIA AQUEDUCT EAST BRANCH

A windy stretch of the California Aqueduct East Branch in Palmdale. The East Branch carries water through Antelope Valley, the San Bernardino Mountains, and ends at Lake Perris near the City of Riverside.

Photo taken May 2023.

OUR CORE VALUES

SWP's core values were created through an inclusive and collaborative process. We considered core values from previous SWP strategic plans, DWR's strategic plan, industry peers, and SWP divisions and offices. We collected input throughout DWR through surveys and an interactive workshop. The resulting list of core values reflects the fundamental principles that consistently resonated with personnel throughout the development process. These values are our cultural cornerstones, reflecting how we as SWP personnel commit to working with each other and our partners. Our five core values are:

SAFETY

We commit our time and resources to ensure SWP personnel and the public are as safe as possible from risk, injury, danger, or loss.

STEWARDSHIP

SWP is a steward of California's water resources, environment, and infrastructure; we practice stewardship through our responsible planning and management of these resources.

INTEGRITY

We are honest and show consistent adherence to our commitments as well as strong moral and ethical principles.

EXCELLENCE

We individually and collectively strive to achieve organizational excellence; we aim to be the best in class and operate the SWP safely, reliably, and affordably.

RESPECT

To respect something is to value, admire, or hold it in high regard, which builds feelings of trust, acceptance, and wellbeing. As SWP personnel, we respect each individual. As an organization, we respect the importance of the work that we do and the perspectives of our partners.



SHERMAN ISLAND FISH RELEASE PROJECT (2016)



LAKE DAVIS (2020)



LOOKOUT SLOUGH (2020)



DEVIL CANYON POWERPLANT (2012)

OUR GOALS

Elevate to '28 sets out SWP's five attainable and relevant organizational goals that coordinate and focus the efforts of the SWP's divisions and offices. These goals describe the broad desired results of Elevate to '28. Our five organization goals are:

ADVANCE AN INDUSTRY-LEADING SAFETY CULTURE



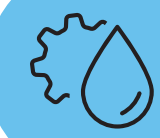
BE THE EMPLOYER OF CHOICE



ACCELERATE ADAPTATION AND STRENGTHEN RESILIENCY FOR A CHANGING CLIMATE



PROMOTE AWARENESS OF THE STATE WATER PROJECT'S SIGNIFICANCE



OPTIMIZE INFRASTRUCTURE, FINANCIAL INTEGRITY, AND OPERATIONS



TUNNEL INSPECTION

SWP personnel inside the Tehachapi tunnel performing an inspection and training tour. The tunnel conveys water from the San Joaquin Valley to Southern California.

Photo taken January 2019.

GOALS AND OBJECTIVES

GOAL ONE



Advance an industry-leading safety culture

OUR MOTIVATION

Advancing a safety driven culture not only safeguards the well-being of our personnel and facilities, but also enables the safe delivery of water and power across California. By prioritizing safety at every level of SWP's operations, we uphold our commitment to deliver reliable service.

OBJECTIVES

- 1.1** Enhance employee safety training, practices, and procedures to reduce risks to employees.
- 1.2** Equip employees and interested parties with the tools and knowledge regarding their roles and responsibilities in an emergency.
- 1.3** Prioritize security to protect human resources and assets.
- 1.4** Strengthen the safety of infrastructure to enable the performance of key operations.



CAREER FAIR

DWR employees talk with students and parents at CareerGPS, where high school students navigate their futures through an interactive and engaging career exploration fair.

Photo taken September 2015.

GOALS AND OBJECTIVES

GOAL TWO



Be the employer of choice

OUR MOTIVATION

SWP relies on a strong workforce to support internal operations and provide a multitude of benefits to Californians. Being the employer of choice means attracting and retaining highly qualified and motivated personnel. Fostering a workplace where employees thrive and feel valued empowers our team to lead the way in innovation and excellence.

OBJECTIVES

- 2.1 Improve the recruitment strategy to attract a diverse and engaged workforce.
- 2.2 Promote an employee-centric culture to meet the current and future needs of personnel.
- 2.3 Expand promotional pathways to increase employee retention.
- 2.4 Implement succession planning to improve knowledge management.
- 2.5 Foster diversity to create an inclusive work environment.



LOOKOUT SLOUGH RESTORATION

Geese swim through Lookout Slough, a tidal habitat undergoing restoration and flood improvements essential to maintaining the Sacramento-San Joaquin Delta's biodiversity. The project will restore approximately 3,000 acres of tidal wetland. Its strategic location forms a vast 16,000-acre tidal wetland complex, marking it as the Delta's largest single tidal habitat restoration project to date.

Photo taken October 2020.

GOALS AND OBJECTIVES

GOAL THREE



Accelerate adaptation and strengthen resiliency for a changing climate

OUR MOTIVATION

Accelerating adaptation and strengthening resiliency enable SWP to proactively respond to some of the greatest risks and opportunities posed by a changing climate and extreme weather. By focusing on climate adaptation, SWP will be a more resilient service provider for the people and environment of California, now and for future generations.

OBJECTIVES

- 3.1** Improve long-term project planning to anticipate and adapt to climate change.
- 3.2** Promote a culture of accountability to increase climate change resilience.
- 3.3** Be a leader in achieving California's climate goals.

MUSEUM EXHIBIT

DWR sponsors four interactive exhibits at the Sacramento Municipal Utility District Museum of Science and Curiosity to promote STEM education and teach students from the region about California's water system.

Photo taken November 2021.



GOALS AND OBJECTIVES

GOAL FOUR



Promote awareness of the State Water Project's significance

OUR MOTIVATION

Promoting awareness of SWP's significance enables our customer agencies and external interested parties to have a deeper understanding of the importance of SWP's work and their connection to that work. As the nation's largest state-owned water and power generator, SWP — and support of SWP's work — is a critical component to California's continued success.

OBJECTIVES

- 4.1 Strengthen communications and engagement with external partners to achieve our shared initiatives.
- 4.2 Increase public awareness of SWP to strengthen support for its purpose and priorities.
- 4.3 Foster internal awareness and collaboration to create a shared understanding of SWP's importance and the role of each division and office.



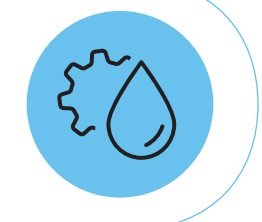
OROVILLE SPILLWAY

Crews place structural concrete on the middle chute of the Lake Oroville Dam main spillway during Phase 2 of the recovery effort at the Butte County site.

Photo taken August 2018.

GOALS AND OBJECTIVES

GOAL FIVE



Optimize infrastructure, financial integrity, and operations

OUR MOTIVATION

Optimizing infrastructure, financial integrity, and operations enables SWP to overcome the uncertainties and challenges caused by aging facilities, environmental stresses, and economic shifts. SWP strives to be “best in class” (i.e., achieve excellent performance), delivering services more efficiently and effectively thanks to critical investments in these areas.

OBJECTIVES

- 5.1** Innovate methods to proactively adapt to shifts in regulatory requirements and other external factors.
- 5.2** Increase fiscal discipline and financial transparency to responsibly manage finances.
- 5.3** Improve asset lifecycle management to streamline decision-making, increase operational efficiency, and improve future dependability.
- 5.4** Integrate environmental stewardship in all our work in order to protect, restore, and enhance our environment.
- 5.5** Implement SWP-wide organizational practices to demonstrate and achieve “best in class.”



OUR RISK-INFORMED STRATEGIC PLANNING PROCESS

The approach to developing Elevate to '28 consisted of a blend of input from a wide array of personnel across the SWP, integrating SWP's risk management perspective, and incorporating leading strategic planning practices. Next steps in this process involve developing a roadmap to outline and track implementation, as well as regular processes to ensure Elevate to '28 can evolve and *adapt over time*. The following pages provide an overview of our inclusive, risk-informed strategic planning process.

THE DELTA

The Sacramento-San Joaquin River Delta is the hub of California's water supply, supplying fresh water to two-thirds of the state's population and millions of acres of farmland.

Photo taken May 2023.

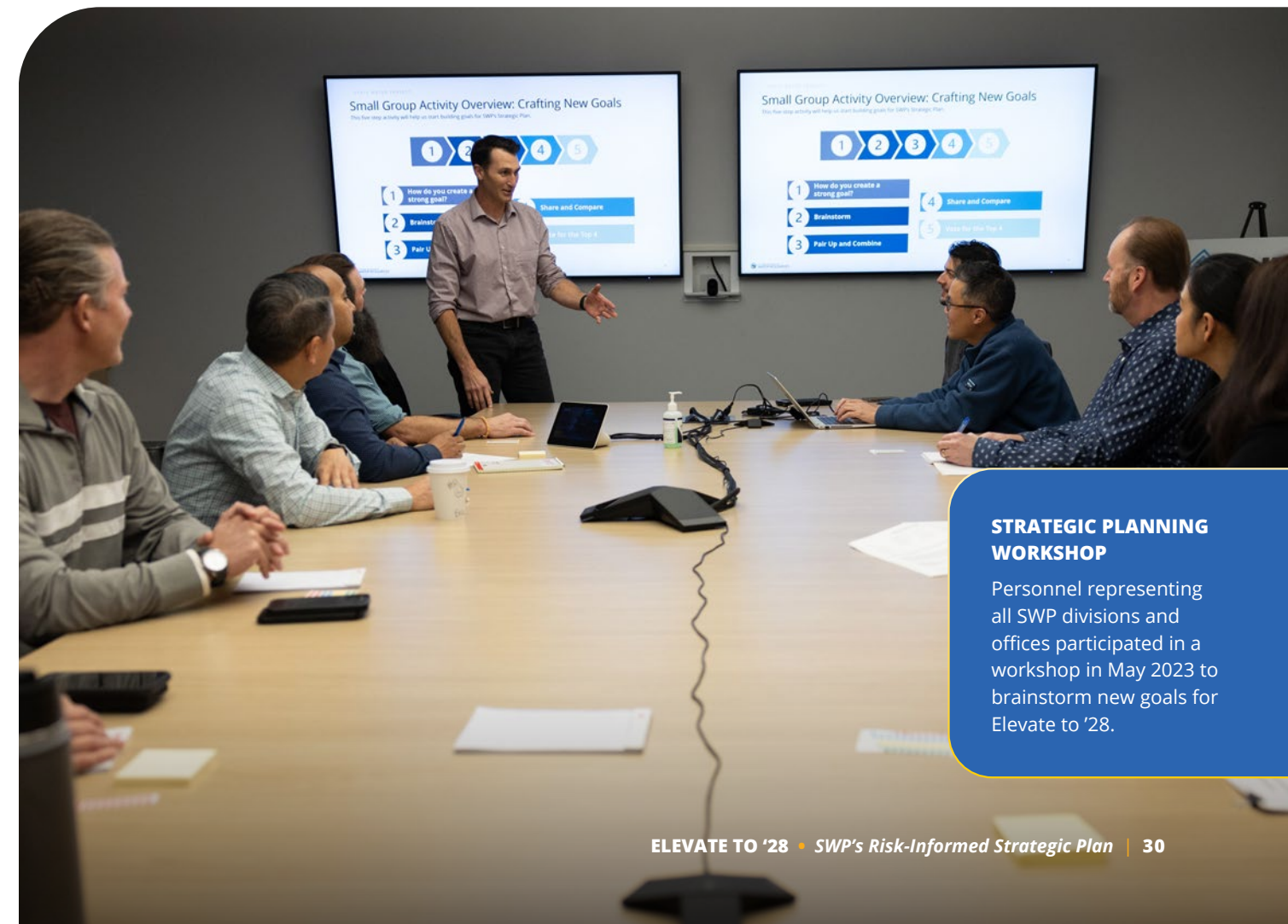


PYRAMID LAKE
Vista Del Lago Visitor Center, located on a bluff overlooking Pyramid Lake in Los Angeles County. Pyramid Lake affords emergency storage for water deliveries and is a popular recreational spot for Californians.
Photo taken May 2023.

ENGAGING DIVERSE PERSPECTIVES

We embarked on an inclusive, iterative strategic planning process in 2022 to develop Elevate to '28. This process consisted of a core set of activities that engaged a diverse range of division and office personnel, as well as SWP and DWR leadership.

Interested party interviews helped us assess the “current state” of SWP, while workshops with SWP leadership solidified SWP’s vision, purpose, and core values. Work Group members, consisting of representatives from all the SWP divisions and offices, participated in collaborative workshops to brainstorm goals and objectives. Follow up interviews with subject matters experts solidified our collective understanding of Elevate to '28’s strategic actions. In each step of the process, we incorporated insights on external risk trends and the top risks facing SWP for consideration while drafting Elevate to '28. This collaborative approach resulted in a plan created by and for all SWP personnel.



STRATEGIC PLANNING WORKSHOP
Personnel representing all SWP divisions and offices participated in a workshop in May 2023 to brainstorm new goals for Elevate to '28.

PERSONNEL SPOTLIGHT

SWP personnel shared their thoughts on what they enjoyed most about the strategic planning process, what they hope to see for Elevate to '28's success, and how they believe Elevate to '28 can help highlight the work of their SWP colleagues.



In the words of Benjamin Franklin, 'If you fail to plan, then you are planning to fail.' We need to be extra vigilant in the next five years to address the many issues facing the SWP. To rise to this challenge and successfully accomplish our purpose we; 1) Developed a comprehensive risk informed Strategic Plan, 2) Will engage in relentless measured implementation, 3) Will utilize the talented individuals of the SWP – working together as one team, with a single vision, with improved communication and collaboration, embracing and managing change, and partnering in the work that we do – both internally and externally.

TONY MEYERS
SWP Executive Management Team



Through Elevate to '28, I hope to see the successful implementation of the SWP's many critical initiatives. Tracking the progress, using agile decision making to make adjustments as needed, and measuring success for each identified initiative is a new effort and I am excited to see the SWP achieve its goals!

ERIK REYES
SWP Modeling Support Office



I most enjoyed working as a team with my colleagues during the strategic planning process. We have diverse backgrounds and diverse goals — but working together we are finding the common ground and elevating it within the strategic plan.

KEVAN SAMSAM
SWP Division of Engineering



All divisions and offices are now represented in Elevate to '28, and staff will be able to see how the work they do adds value to the state of California.

KAREN GEHRTS
SWP Division of Science and Engineering



Elevate to '28 was developed with the help of those that will be implementing the plan itself. Buy-in and understanding started with the first meeting and has continued throughout the process. It's the epitome of teamwork!!!

JEREMIAH McNEIL
SWP Hydropower License Planning and Compliance Office



All levels of the SWP will be able to see direct linkages between their division and office and the strategic plan, resulting in greater ownership and engagement.

DAVE PAULSON
SWP Analysis Office



Elevate to '28 will provide a big-picture view of how our work is addressing the SWP-wide top risks. This big-picture view is critical to help personnel understand and see the value of what they do and how it relates to the overall SWP strategy.

JORGE QUINTERO
SWP Division of Operations and Maintenance



SWP's strategic plan is a collection of goals, objectives, and initiatives that were initiated from a personnel-centric lens. What a powerful way to do planning! Cross-divisional voices were heard, day-to-day work challenges were brought to the forefront, and the plan suddenly became more than just a plan. There's connection, there's commitment, and there's a clear roadmap to where SWP is headed. The strategic plan itself represents the heart of the One Blue Team vision that embraces and manages change though our proven open communication, collaboration, and teamwork.

ANGELICA AGUILAR
SWP Division of Engineering



I most enjoyed the collaborative spirit during the strategic planning process. Engaging with colleagues in vibrant and passionate discussions brought diverse insights, enriching the plan and enhancing my understanding of SWP. It fostered a culture of open communication; every interaction was valuable. Participating in this journey together gave me a sense of belonging and amplified my commitment to the organization's future.

MARCUS YEE
SWP Delta Conveyance Office



I look forward to the transparency in decisions on SWP priorities and the continued alignment between the SWP strategic plan and division and office goals and priorities.

VANESA HILL
SWP Division of Operations and Maintenance



I have enjoyed the collaboration and listening that has occurred during the strategic planning process. The environment in which the SWP functions is complex and ever-changing, for the organization to succeed we need to be aware of the factors affecting us externally and continually improve internally. I have seen the team work to make sense from the complexity and strategically focus a direction.

PHIL LECOCQ
SWP Division of Engineering

HYATT POWERPLANT

The SWP maintains hydroelectric power plants, like the one pictured here, to supply about two-thirds of its power requirements, depending on the hydrology of the year. The power produced by these facilities make the SWP the fourth largest zero emissions hydropower energy producer in California.

Photo taken July 2021.

INTEGRATING RISK AND STRATEGY

Throughout the development of Elevate to '28, personnel input was complimented by close integration of strategic planning and risk management. We identified and prioritized external risk trends and the top risks facing SWP through extensive document reviews, industry research, benchmarking, and additional workshops and information gathering sessions.

Establishing a comprehensive understanding of the SWP-wide top risks gave us a critical risk-informed perspective while creating our new strategy. Incorporating risk management throughout our strategic planning process will empower SWP to proactively and cost effectively pivot Elevate to '28 according to changes in internal and/or external trends. We will enhance our reliability, sustainability, and resiliency as a water provider by seizing potential opportunities and managing risk in a consistent and systematic manner.

SALMON FESTIVAL

Visitors view salmon spawning operations during the 25th Salmon Festival in Oroville. Fish bred at the hatchery play a crucial role in sustaining sport fishing for salmon and steelhead.

Photo taken September 2019.

PATH TO IMPLEMENTATION

Next steps for Elevate to '28 include developing an Implementation Roadmap (Roadmap) outlining the actions we will take to achieve our goals and objectives. Actions will be prioritized according to multiple factors, including the extent to which they mitigate the top risks facing the SWP. The Roadmap will be complimented by a set of Key Performance Indicators (KPIs) and Key Risk Indicators (KRIs) to monitor our progress and evolving risks.

Implementation of Elevate to '28 also includes an Annual Refresh Process to adapt and refine Elevate to '28. The Annual Refresh Process provides an opportunity to reassess the top risks facing SWP, external and internal factors, and how well we are meeting our priorities for the year. Internal and external factors may include shifts in the regulatory landscape, societal priorities, technological advancements, environmental changes, availability of internal and external capabilities and resources, and overall changes in SWP's risk profile. The Annual Refresh Process will ultimately result in updates to strategic prioritization and resource allocation for the following year and beyond.

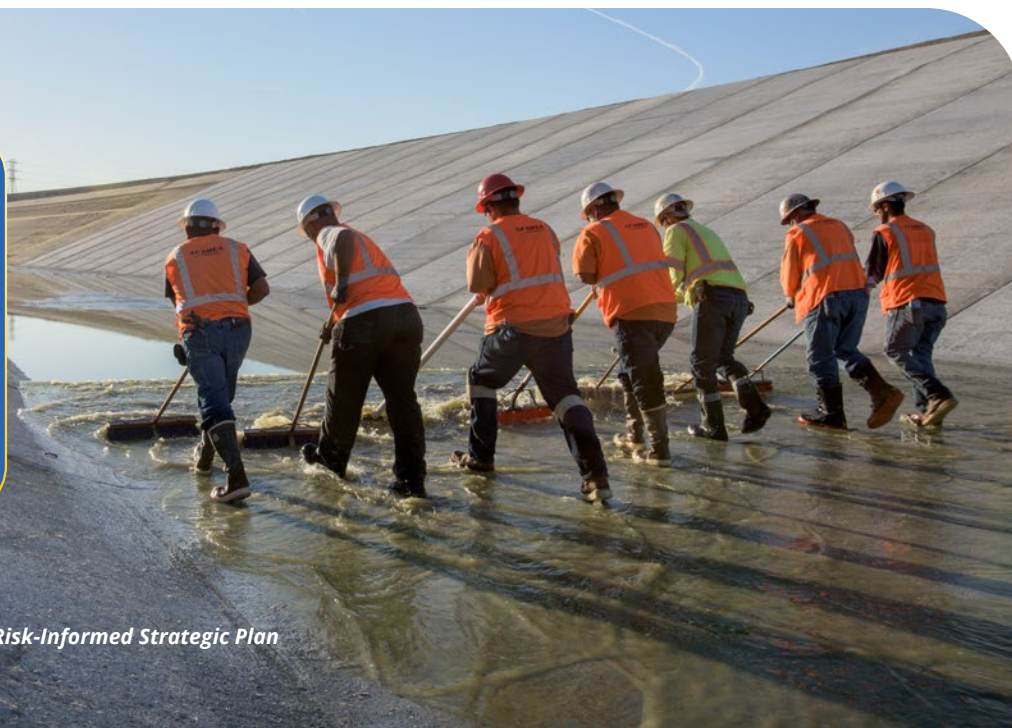
We will perform a more thorough review of Elevate to '28 during the Five-Year Update Process. During this time, we will reassess our goals and objectives based on many of the same factors described above. This top-to-bottom review allows us to reprioritize SWP's overall strategy and ensure our plan for the future continues to align with DWR's strategic plan and SWP's vision, purpose, and core values.

We are committed to evolving SWP's strategy to stay ahead of the ever-changing challenges we face today, tomorrow, and well beyond 2028. We will do this through incorporating lessons learned, proactively adapting to changing risks, and acting on future opportunities to improve the services we provide to the people and environment of California.

AQUEDUCT REPAIRS

A crew performs close-out repairs on sections of the lining and underlying embankment of the California Aqueduct in Kern County. A majority of the repair operation was conducted 24 hours a day, seven days a week.

Photo taken February 2016.



EDUCATING STUDENTS

DWR scientists teach elementary school students about Feather River conservation efforts and restoration.

Photo taken November 2023.



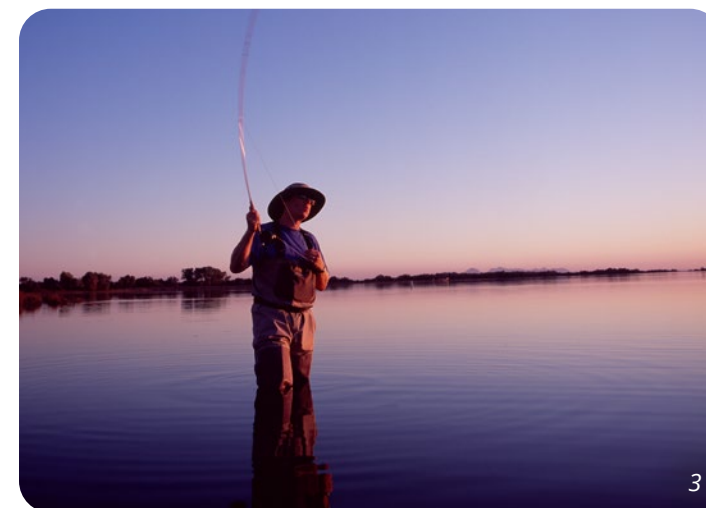
PUMPING WATER

The Ira J. Chrisman Wind Gap Pumping Plant is part of the California Aqueduct in Kern County. The plant helps move water across the Tehachapi Mountains into Southern California.

Photo taken May 2013.

ACKNOWLEDGEMENTS

We are grateful to everyone who provided support, input, and guidance throughout the strategic planning process. The parties who made Elevate to '28 possible demonstrated a passion and determination reflective of the SWP's resolve and our vision to be the most reliable, sustainable, and resilient water provider. The Elevate to '28 project team is immensely grateful for all the time and effort that made this work possible. Thank you all!



1) Boating at Lake Perris (2023), 2) Camping at Lake Oroville (2016), 3) Fishing at Thermalito Afterbay (2013), 4) Drinking water at a public park (2023)

ELEVATE TO '28 OVERVIEW

OUR MISSION	OUR VISION	OUR PURPOSE	OUR CORE VALUES
To sustainably manage the water resources of California, in cooperation with other agencies, to benefit the state's people and protect, restore, and enhance the natural and human environments.	To be the most reliable, sustainable, and resilient water provider for the people and environment of California, now and for future generations.	Operate the State Water Project as one team to provide safe, reliable, and affordable water for the well-being and prosperity of California.	<ul style="list-style-type: none"> • Safety • Stewardship • Integrity • Excellence • Respect

GOAL 1 Advance an industry-leading safety culture

OBJECTIVES	1.1 Enhance employee safety training, practices, and procedures to reduce risks to employees.	1.2 Equip employees and interested parties with the tools and knowledge regarding their roles and responsibilities in an emergency.	1.3 Prioritize security to protect human resources and assets.	1.4 Strengthen the safety of infrastructure to enable the performance of key operations.

GOAL 2 Be the employer of choice

OBJECTIVES	2.1 Improve the recruitment strategy to attract a diverse and engaged workforce.	2.2 Promote an employee-centric culture to meet the current and future needs of personnel.	2.3 Expand promotional pathways to increase employee retention.	2.4 Implement succession planning to improve knowledge management.	2.5 Foster diversity to create an inclusive work environment.

GOAL 3 Accelerate adaptation and strengthen resiliency for a changing climate

OBJECTIVES	3.1 Improve long-term project planning to anticipate and adapt to climate change.	3.2 Promote a culture of accountability to increase climate change resilience.	3.3 Be a leader in achieving California's climate goals.

GOAL 4 Promote awareness of the State Water Project's significance

OBJECTIVES	4.1 Strengthen communications and engagement with external partners to achieve our shared initiatives.	4.2 Increase public awareness of SWP to strengthen support for its purpose and priorities.	4.3 Foster internal awareness and collaboration to create a shared understanding of SWP's importance and the role of each division and office.

GOAL 5 Optimize infrastructure, financial integrity, and operations

OBJECTIVES	5.1 Innovate methods to proactively adapt to shifts in regulatory requirements and other external factors.	5.2 Increase fiscal discipline and financial transparency to responsibly manage finances.	5.3 Improve asset lifecycle management to streamline decision-making, increase operational efficiency, and improve future dependability.	5.4 Integrate environmental stewardship in all our work in order to protect, restore, and enhance our environment.	5.5 Implement SWP-wide organizational practices to demonstrate and achieve "best in class."

GLOSSARY

TERM	DEFINITION
Affordable	The concept of affordability within the context of the SWP is multifaceted and depends on various factors such as cost to customer agencies, infrastructure costs, environmental considerations, and the human right to water. SWP must balance all of these dimensions of affordability to maintain a sustainable water supply.
Annual Refresh Process	A process involving updates to the strategic plan based on inputs such as the annual SWP-wide risk assessment, new or evolving external risk trends, progress of strategy implementation, resource considerations, shifting priorities, and/or external events.
"Best in Class"	To be "best in class" is to achieve excellent performance, especially relative to industry peers. Excellent performance involves delivering increasing value to interested parties, improving overall organizational effectiveness and capabilities, and practicing organizational and personal learning.
Bulletin 132	Bulletin 132, <i>Management of the California State Water Project</i> , is an annual series reporting SWP water supply planning, construction, finance, management, and operations.
Core Values	Fundamental principles that guide the way SWP personnel work with those they serve and together as colleagues.
Customer Agencies	The 29 public agencies that have entered long-term water supply contracts with DWR for the receipt of water from the SWP.
Elevate to '28 Components	The individual parts of the risk-informed strategic plan that collectively make up Elevate to '28. This includes the vision statement, purpose statement, core values, goals, and objectives.
Excellence	One of SWP's core values. Valuing excellence means we individually and collectively strive to achieve organizational excellence; we aim to be the best in class and operate the SWP safely, reliably, and affordably.
Five-Year Update Process	Includes a top-to-bottom review and update of SWP's strategic plan, including the reprioritization of goals and objectives. The process enables leadership to identify new risks and opportunities and incorporates lessons learned from previous strategy implementation.
Goals	Results that organize the efforts of SWP leadership, divisions, and offices.
Implementation Roadmap	Identifies and sequences the implementation of Elevate to '28 strategic actions; focuses on executing Elevate to '28 in the first year; includes broad outlines for actions to be implemented after year one.

TERM	DEFINITION
Implementation Roadmap	Identifies and sequences the implementation of Elevate to '28 strategic actions; focuses on executing Elevate to '28 in the first year; includes broad outlines for actions to be implemented after year one.
Integrity	One of SWP's core values. Valuing integrity means we are honest and show consistent adherence to our commitments as well as strong moral and ethical principles.
Interested Parties	An individual, group, or organization that may affect, be affected by, or perceive itself to be affected by a decision, activity, or outcome of Elevate to '28.
Mission Statement	Explains how we will achieve our purpose and goals. SWP shares DWR's mission statement because we are all united in sustainably managing California's water resources.
Objectives	Key milestones and outcomes that can be measured and evaluated to achieve Elevate to '28's goals. Each goal has 3–5 objectives.
One Blue Team	The SWP operates as "One Blue Team", meaning we emphasize frequent collaboration and communication across divisions and offices. Our "One Blue Team" culture ensures we are all united under the SWP's vision, purpose, and core values.
Purpose Statement	A clear description of what we are working to achieve; an inspiring reminder of why we do what we do.
Reliable	Reliability in the context of SWP refers to the consistency and dependability of water supply, delivery, and other services provided by the SWP. For example, reliability can include infrastructure performance and climate resilience.
Resilient	Resilience in the context of SWP refers to our ability to withstand and recover from disruptions, uncertainties, and challenges while continuing to provide reliable and sustainable benefits to Californians.
Respect	One of SWP's core values. To respect something is to value, admire, or hold it in high regard, which builds feelings of trust, acceptance, and wellbeing. As SWP personnel, we respect each individual. As an organization, we respect the importance of the work that we do and the perspectives of our partners.
Safety	One of SWP's core values. Valuing safety means we commit our time and resources to ensure SWP personnel and the public are as safe as possible from risk, injury, danger, or loss.

TERM	DEFINITION
Strategic Planning	A process in which an organization's leaders define their vision and goals for the future.
SWP Divisions and Offices	The different divisions and offices that make up SWP, including the Delta Conveyance Office (DCO), the Division of Integrated Science and Engineering (DISE), the Division of Engineering (DOE), the Hydropower License Planning and Compliance Office (HLPCO), the Division of Operations and Maintenance (O&M), the SWP Analysis Office (SWPAO), and the Modeling Support Office (MSO).
SWP-wide Risk Assessment	An assessment of SWP-wide top risks using techniques such as a risk taxonomy, risk surveys, interviews, and facilitated workshops to develop and refine top risk profiles, assessment criteria, and tolerance elements.
SWP-wide Top Risks	Prioritized SWP-wide top risks that result from the SWP-wide risk assessment.
Top-to-Bottom Review	A full review of strategic plan goals and objectives. This level of review will be performed during the Five-Year Update Process.
Trends	Patterns and/or shifts supported by evidence that show a change in a particular direction.
Uncertainties	Unknown events or factors that may present an opportunity or risk for an organization.
Vision Statement	The "north star" of Elevate to '28, guiding our strategy so that we can achieve SWP's ideal future.
Work Group	Provided perspectives from each of SWP's different divisions and offices during the drafting of Elevate to '28 components.
Workshop	An interactive, in-person working session where select SWP personnel brainstorm and discuss the SWP-wide top risks and/or draft Elevate to '28 components (e.g., vision statement, core values, goals).

SAN LUIS RESERVOIR

The sun rises over the San Luis Reservoir State Recreation Area. San Luis Reservoir is a key storage facility that enhances the SWP's ability to provide reliable water supply. It has an operating capacity of 2 million acre-feet.

Photo taken August 2021.

ELEVATE TO '28

The State Water Project's Risk-Informed Strategic Plan



OUR VISION



To be the most reliable, sustainable, and resilient water provider for the people and environment of California, now and for future generations.

OUR PURPOSE



Operate the State Water Project as one team to provide safe, reliable, and affordable water for the well-being and prosperity of California.

OUR CORE VALUES



- Safety
- Stewardship
- Integrity
- Excellence
- Respect

water.ca.gov