



Eastern Municipal Water District

Triennial Strategic Plan

2022 - 2024



About EMWD's Triennial Plan

EMWD first developed a strategic plan in 1994, based on input from the Board of Directors and a select group of employees. Though the document was updated sporadically, it was not until 2003 that it was systematically developed, deployed and utilized by many within the organization.

Over the years, EMWD has been presented with new challenges and emerging priorities that are addressed in the organizations' triennial update of its strategic plan.



Board of Directors

EMWD's five-member board of directors comprise the governing body of EMWD. The EMWD Board of Directors are responsible to the members of the public of their respective divisions, and to the general public within the EMWD service area, for proper conduct of EMWD affairs.

Directors are elected to four-year terms by the registered voters in five geographic divisions. These divisions are apportioned by population. Terms are staggered to ensure continuity, with public elections held in at least two divisions every two years. Directors must reside within their elected division.



Philip E. Paule
Division 1



Stephen J. Corona
Division 2



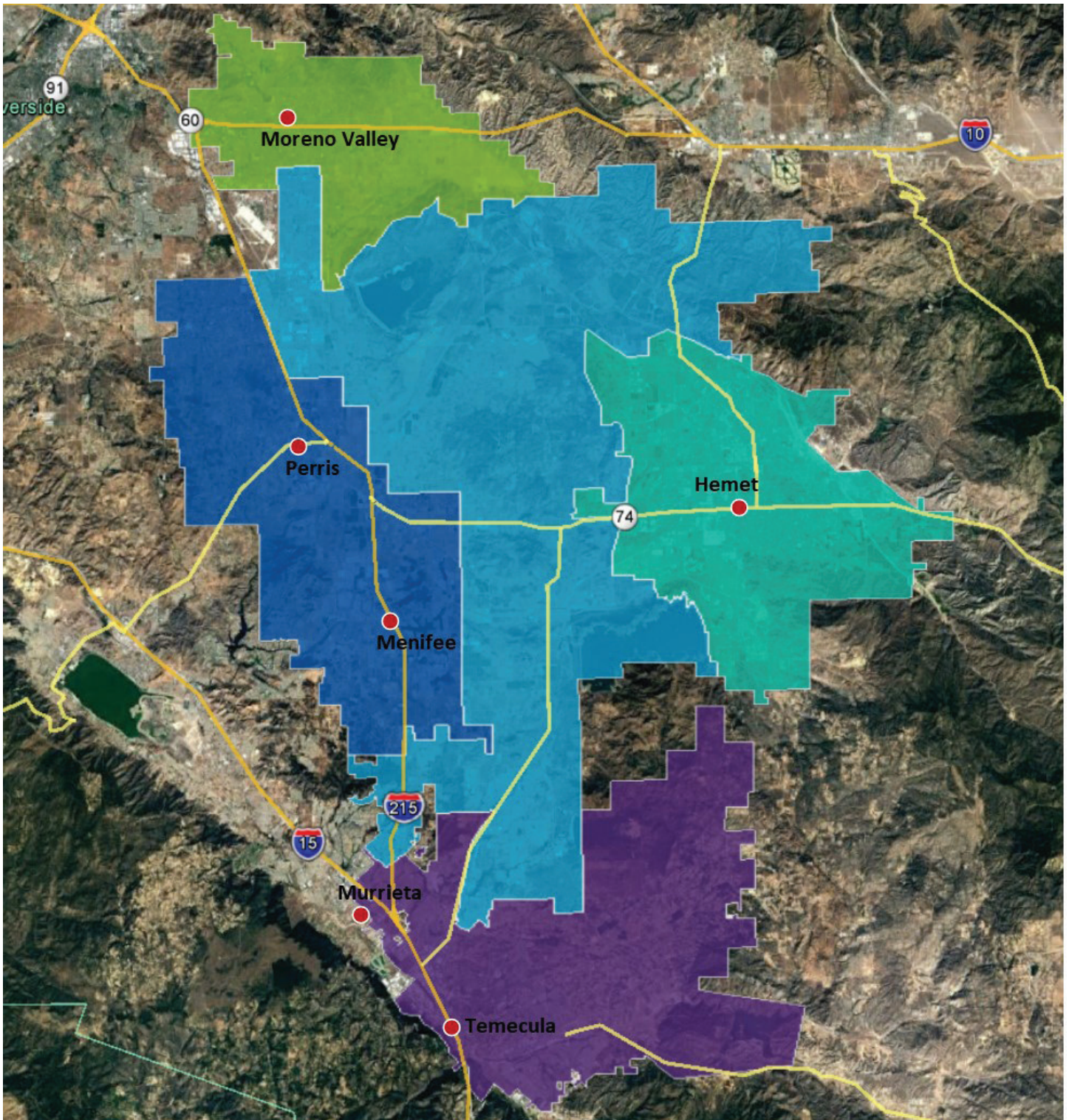
Randy A. Record
Division 3



Jeff Armstrong
Division 4



David J. Slawson
Division 5



Board of Directors' Meetings

The EMWD Board of Directors generally meets on the first and third Wednesday of each month at 9:00 a.m. in the EMWD Board Room located at 2270 Trumble Road in Perris, California. All Board Meetings are open to the public. For more information, please visit www.emwd.org or call 951.928.3777.



Mission

To deliver value to our diverse customers and the communities we serve by providing safe, reliable, economical, and environmentally sustainable water, wastewater and recycled water services.

Vision

To be recognized as a leading organization in performance, technology, and advocacy; advancing innovative solutions that provide an exceptional level of customer and community service.

Guiding Principles

EMWD embraces excellence in all facets of our business:

- **Community:** We will be actively engaged in an inclusive manner, promoting public health, economic strength, and environmental values in the communities we serve.
- **Innovation:** We will seek to find solutions to challenges and improve the services we provide using creative ideas, critical thinking, and ingenuity.
- **Integrity:** We will be honest and ethical in all of our interactions.
- **Leadership:** We will take a proactive role in leading industry policies, practices, and initiatives on behalf of our customers, employees and community.
- **Respect:** We will be considerate, aware, and caring.
- **Responsibility:** We will be responsive and accountable for our conduct in serving our customers, employees, and community.
- **Safety:** We will ensure the safety of our employees and the public, without compromise.
- **Transparency:** We will ensure the decisions and investments we make are clearly communicated, easily accessible and understood.

Standards of Excellence

With a clearly defined mission and vision, as well as guiding principles that define our conduct as an organization, EMWD is driven by standards to provide safe, reliable, economical, and environmentally sustainable services. These standards of excellence are defined in the following strategic priorities:

- Highly reliable and cost-effective water, wastewater, and recycled water service
- Protection of public and environmental health
- Superior customer service
- Sound planning and operational efficiency
- Fiscal responsibility and appropriate investment
- Exemplary employer
- Effective communication, advocacy, and community partnerships.



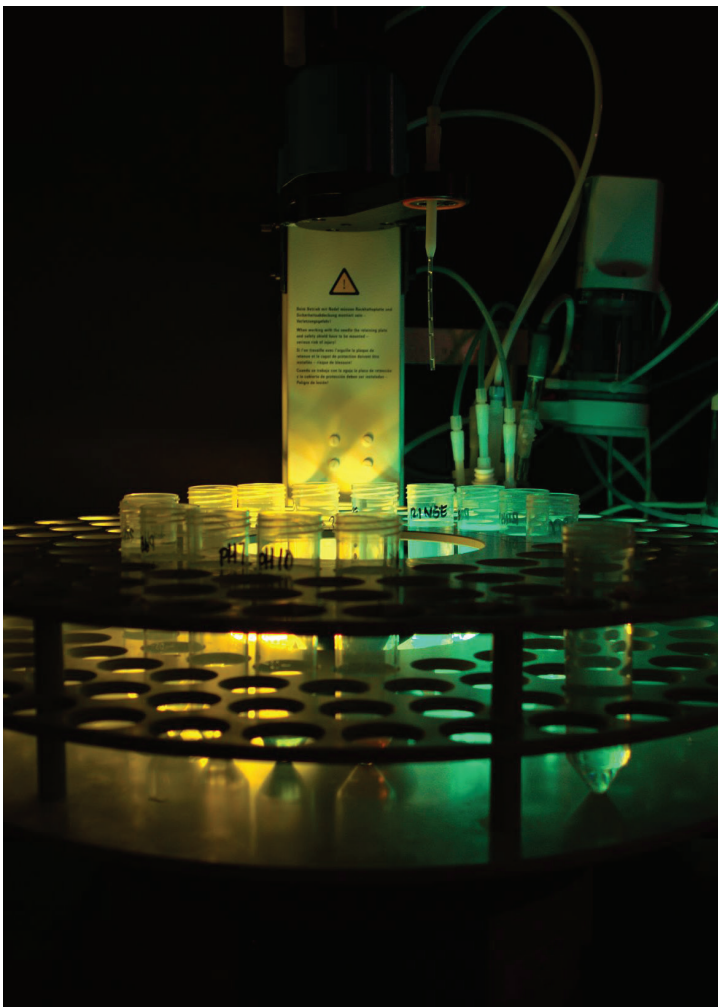
Strategic Priorities

Highly Reliable and Cost-Effective Water, Wastewater and Recycled Water Service

Provide safe, reliable, and cost-effective water supply portfolio that is sustainable and achieves an optimum balance of water resources including imported water, surface water, groundwater, wastewater treatment, reuse and resource recovery.

- **Water Supply Diversity and Reliability:** Develop and implement a portfolio of projects and management techniques to achieve long-term reliability and a cost-effective balance of water supplies utilizing imported, local, and recycled water sources.
- **Climate Resilience:** Ensure the portfolio of water, wastewater and recycled water projects are resiliently designed and implemented to provide dependable service in a variety of hydrologic conditions.
- **Water System Redundancy:** Develop adaptable water storage and delivery system improvements to manage uncertain delivery conditions and emergency outages.
- **Water Quality Management:** Achieve improved water quality through cost effective supply management, source control, treatment of impaired waters, and salinity management to maximize utilization of recycled water and local water resources.
- **Water Recycling:** Implement on-going treatment, storage and distribution system projects and programs to allow 100 percent utilization of treated effluent for the highest beneficial and sustainable uses possible.
- **Water Use Efficiency:** Promote efficient use of water resources through the implementation of industry-leading programs and practices combined with customer education and awareness to meet state mandated water use targets and future demands.
- **Water Resource Management:** Implement cost-effective projects and programs to manage wastewater and biosolids to achieve long-term, environmentally sustainable reuse.





Protection of Public and Environmental Health

Protect water supplies and meet all regulatory requirements to ensure the health and safety of the communities we serve and our environment.

- **Water Quality:** Ensure EMWD's water distribution systems meet or exceed all applicable federal and state water quality standards.
- **Permitting and Regulatory Compliance:** Proactively perform all required permitting and regulatory activities for the safe and effective operation of EMWD's water, wastewater, and recycled water systems.
- **Responsible Regulation:** Advocate for responsible regulatory policy that provides for meaningful environmental protection in a cost-effective manner.
- **Climate Change Mitigation:** Participate in regional initiatives and develop and implement strategies that support economical delivery of EMWD's services.



Superior Customer Service

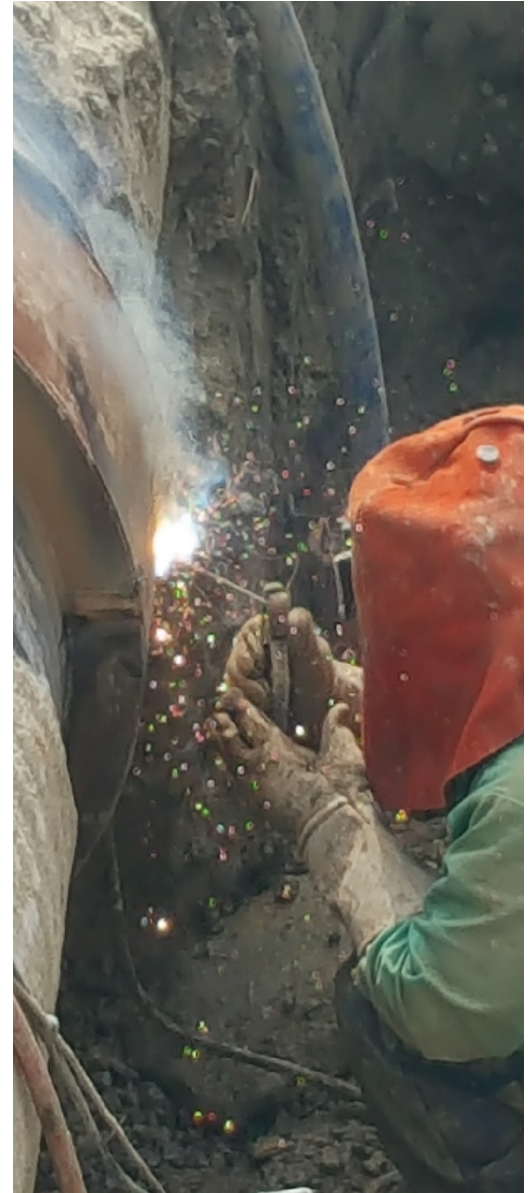
Consistently exceed customer expectations in all facets of EMWD's service.

- **Customer Focused:** Provide a variety of communication and service options that facilitate the customer's preferred method of interaction with EMWD.
- **Technology:** Utilize leading technologies to deliver an exceptional and satisfying customer experience with EMWD.
- **Customer Advocacy:** Engage in issues that affect EMWD customers through advocacy efforts and by incorporating programs, business processes, strategies and initiatives that support and assist all customer segments in an equitable manner.

Sound Planning and Operational Efficiency

Deliver the highest quality products and services in a cost-effective and efficient manner, strategically leveraging workforce, technology, and business partnerships.

- **Operational Efficiency:** Implement industry-leading programs and practices to manage risk while enhancing value for our customers.
- **Energy Independence:** Plan and implement cost-effective energy projects and programs to optimize EMWD's energy use portfolio and minimize its carbon footprint.
- **Groundwater Management Administration:** Develop and implement a governance and administrative structure to manage and oversee groundwater recharge/recovery, replenishment supplies, treatment, and storage.
- **Maintenance:** Implement and manage preventative and predictive maintenance programs that enable a highly reliable operation of EMWD's facilities and extend the useful life of assets.
- **Cybersecurity:** Lead the industry in the development and implementation of cutting-edge cyber capabilities and engineering best practices. Work together with business partners to ensure the security and integrity of all EMWD systems and customer data.
- **Physical Security:** Develop and maintain an appropriate mix of techniques and technologies to provide security and resiliency for all EMWD facilities and assets.



Fiscal Responsibility and Appropriate Investment

Ensure financial stability and demonstrate responsible stewardship of public funds.

- **Financial Stability:** Enhance EMWD's strong financial position and credit quality by identifying and implementing specific opportunities to improve underlying financial metrics.
- **Infrastructure Replacement:** Enhance strategies to fund future infrastructure replacements and refurbishments over an appropriate period of time using reserves, financing, and rate revenue in a balanced manner that avoid future rate spikes.
- **Proportionate Cost of Service:** Regularly evaluate EMWD's fees, rates, and charges to ensure that each customer type pays its proportionate fair share, while generating sufficient revenues to meet EMWD's financial obligations.
- **Unfunded Liabilities:** Continue to execute financial planning and funding policies to fully fund employer liabilities over an appropriate period of time.
- **External Funding Opportunities:** Aggressively pursue outside funding to reduce financial burden to EMWD's customers.
- **Shared Responsibility:** Ensure an appropriate balance of shared financial responsibility among EMWD and its employees for current and post-employment benefits.
- **Shared Services:** Partner in beneficial shared service and contract opportunities that reduce costs and overhead to EMWD.
- **EMWD Partnerships:** Ensure financial policies and practices of partner agencies promote fair and equitable cost sharing.



Exemplary Employer

Attract and retain high performing employees by creating and sustaining a work culture that is safe, ethical, innovative, inclusive, diverse, and that provides ample opportunities for development and advancement.

- **Safety:** Provide a safe work environment, applicable training, equipment, and other resources necessary to ensure the highest level of employee and community safety.
- **Workforce Excellence:** Expand and develop programs to recruit and retain highly qualified, diverse, and productive employees.
- **Ethics:** Adhere to and exemplify EMWD's Guiding principles in all aspects of the EMWD's business.
- **Performance:** Promote collaboration and creativity to achieve EMWD's goals and objectives through employee engagement, encouraging and supporting self-development, and recognition of achievements.
- **Engagement:** Create, promote, and foster a diverse and inclusive culture that encourages collaboration through the exchange of ideas and information.



Effective Communication, Advocacy and Community Partnerships

Communicate with clarity and purpose, conduct constructive advocacy, and engage in mutually beneficial partnerships.

- **Community Relations:** Continue to be a trusted resource for EMWD's diverse customer base and stakeholders by promoting and sustaining timely and effective two-way communication between EMWD and the communities it serves.
- **Education:** Maintain a comprehensive education program for EMWD's diverse community to promote: an informed understanding of water, wastewater, and recycled water services and issues; EMWD's efforts and investments in community improvements and environmental resource management; and the community's role in preserving natural resources.
- **Advocacy:** Conduct a highly productive federal, state, and regional advocacy program to effectively influence policy, legislation, regulation and funding opportunities in a manner that responds to a shifting political landscape, benefits EMWD's customers and consistently demonstrates industry leadership.
- **Transparency:** Ensure EMWD's decisions, and investments are clearly communicated and easily understood.
- **Partnerships:** Position EMWD to effectively engage in partnership opportunities that are mutually beneficial and promote improved service to the community.
- **Academic Resources:** Develop enhanced working relationships with academic institutions to assist with technical and research expertise, industry issues, and career education partnerships.





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