

# *Strategic Plan* **2007**

# Table of Contents

- Strategic Plan Summary ..... 3**
- Vision and Mission ..... 4**
- Values and Beliefs ..... 5**
- Functional Group Structure ..... 6**
- Strategic Planning Process ..... 6**
- Organizational Profile ..... 7**
- Core Business Functions ..... 16**
- Objectives**
  - Water Supply and Reliability ..... 17
  - Collect and Treat Wastewater ..... 19
  - Sound Financial Policy ..... 20
  - Organizational Efficiency ..... 21
  - Human Resources ..... 25
  - Community Partnership ..... 27
  - Customer Satisfaction ..... 29
- Definitions ..... 30**

In the decade since the adoption of the District's first Strategic Plan, changes in priorities, new leadership, and new challenges have resulted in reviews and updates. Clearly the Strategic Plan has served the District well, but like any other dynamic document, it must be regularly updated to reflect customer priorities in the current business environment.

While the changes to the document are significant, the expanded utilization of the Strategic Plan is the most important change. During the past year the management and employees of the District participated in an intensive self evaluation and review of business practices using the criteria established for the Malcolm Baldrige National Quality Award. One of the areas that was identified as needing improvement was the proper deployment of the Strategic Plan. Figure 2 on page 6 depicts the model that the District has now adopted for its strategic planning process. The new process entails establishing business priorities, developing performance measures, establishing and promulgating implementation plans linked to the budget, and most importantly, instituting a systematic evaluation and improvement process. The District intends to deploy this systematic approach to the utilization of the Strategic Plan to ensure continuous performance improvement in every area of operations.

These are challenging, but also exciting times to be a member of this industry. The Board of Directors, management, and employees of this agency are up to the challenges; and this Strategic Plan will keep the focus on our core business functions.



A handwritten signature in blue ink that reads "David J. Slawson".

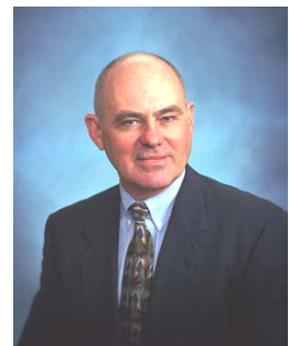
---

**David J. Slawson**  
President, Board of Directors

A handwritten signature in black ink that reads "Anthony J. Pack".

---

**Anthony J. Pack**  
General Manager



## THE *VISION* OF EASTERN MUNICIPAL WATER DISTRICT

*To provide essential services to our community at a level that exceeds the performance of any other public or private agency.*

## THE *MISSION* OF EASTERN MUNICIPAL WATER DISTRICT

*To provide safe and reliable water and wastewater management services to our community in an economical, efficient, and responsible manner, now and in the future.*



## WE SUBSCRIBE TO A COMMON SET OF VALUES

### ***Honesty***

Be fair, straightforward, and factual.

### ***Responsibility***

Be accountable for one's conduct and obligation.

### ***Integrity***

Respect, support, and follow the values, beliefs, and ethics of the District.

### ***Loyalty***

Be faithful to the District and its employees.

### ***Public Trust***

Honor and promote public confidence through assured reliance on our character, ability, and strength of purpose.

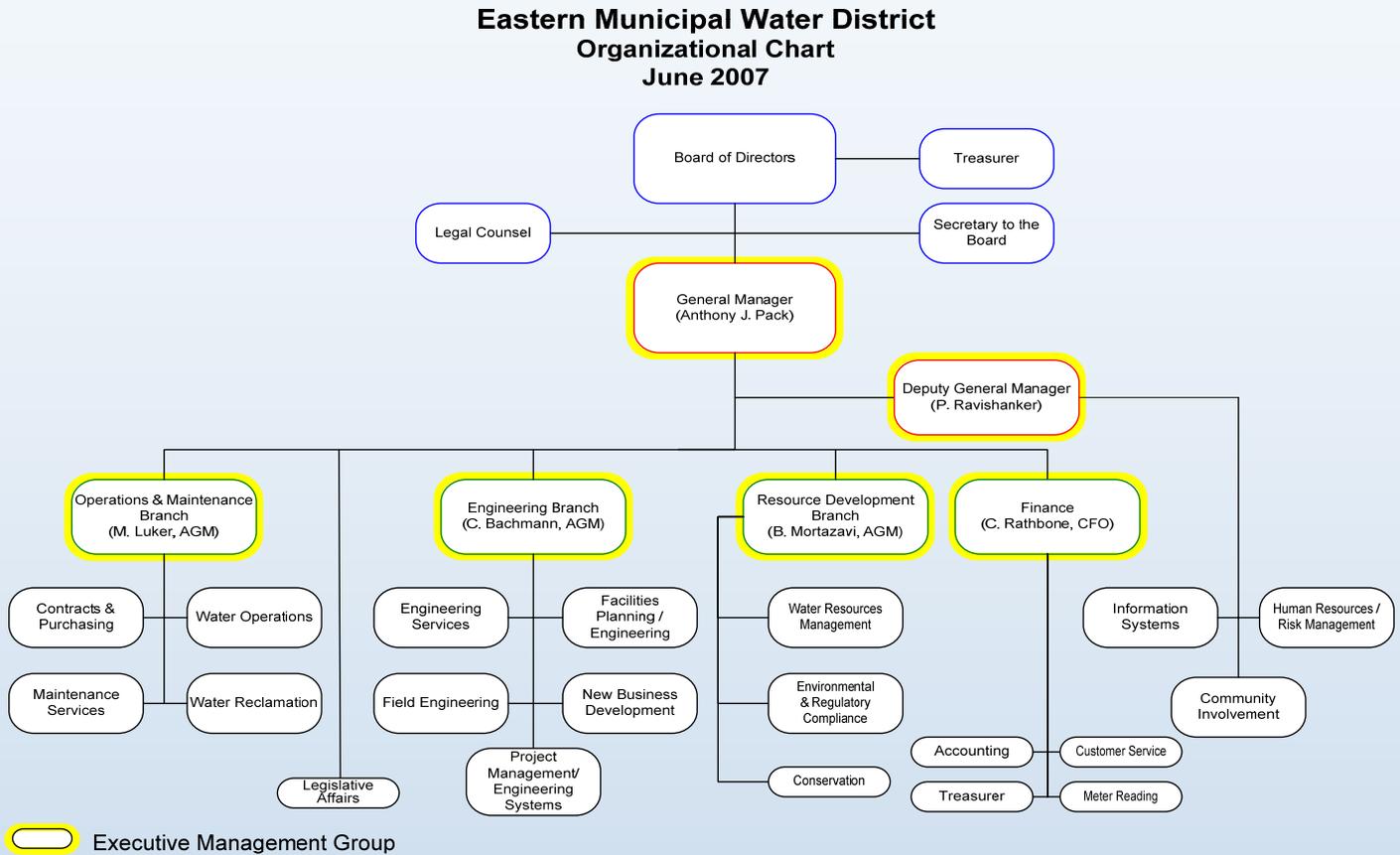
### ***Courtesy***

Be considerate, cooperative, and charitable.

## WE PRACTICE A BROAD CODE OF BELIEFS

- Providing superior services to the community in a safe, reliable, and cost-effective manner;
- Assuming a pro-active leadership role in creative water management, active participation in legislative and regulatory processes, and the development of innovative technologies for improving efficiency;
- Providing a meaningful work environment by ensuring a safe and ethical work place; promoting creativity and opportunity for self-development; providing fair compensation; and recognizing excellence;
- Treating each and every individual with dignity and respect by promoting openness, trust, cooperation, unity among employees, and by eliminating all forms of harassment and discrimination in the work place;
- Endorsing and supporting the principles of equal opportunity for all individuals in any decision regarding hiring, promotion, discipline, and training;
- A strong work ethic embracing productivity, efficiency, self-motivation, innovation, competition, accountability, responsibility, and teamwork;
- Maintaining a safe and healthy work environment through the elimination of all harmful substances in the work place and the promotion of a healthy lifestyle;
- Being a good neighbor and participating in the life of the communities we serve.

**Figure 1—Functional Group Structure**



**Figure 2—Strategic Business Planning Process**



# ORGANIZATIONAL PROFILE

## ORGANIZATIONAL ENVIRONMENT

The District was organized as a Municipal Water District in 1950 for the primary purpose of importing Colorado River water to its service area in order to augment local water supplies. Its primary water supplier is the Metropolitan Water District (MWD) of Southern California, which provides approximately 80% of its water supply. As a Municipal Water District operating under state law, the publicly elected Board of Directors is legally responsible for its organization and performance. The Board hires the General Manager (GM) to carry out its executive functions to oversee operations. Residents and voters within the service area are the primary stakeholders, and the Board of Directors are the direct representative voice of this group.

In 1962, the District began providing wastewater treatment services to customers within its service area, and as a result has become actively involved in the production of recycled water (i.e., wastewater that has been treated to a level acceptable for non potable purposes). In 1951 the District's service area consisted of 86 square miles. Its service area has changed since that time due to 70 annexations and 7 detachments of service areas. There have been no changes to the District boundaries in the past 10 years. The District's assessed valuation has grown from \$72 million when formed to over \$57.9 billion in this past fiscal year. This significant growth in assessed valuation is considered to be a primary indicator of the value of District water and wastewater treatment for homeowners and businesses in the region.

### Products and Services

The mission of EMWD is: *"To provide safe and reliable water and wastewater management services to our community in an economical, efficient, and responsible manner, now and in the future."* In order to do so the District has identified four primary product and service categories including:

- Potable (drinking quality) water
- Wastewater collection and treatment
- Recycled water/Conservation
- Water, Wastewater, and Recycled connections

Approximately 20% of the District's water supply comes from local groundwater sources which includes approximately 4% from desalination. Such sources are heavily dependent upon rainfall and other methods of recharge. The remaining 80% of the District's water supply comes through purchases from MWD, which in turn obtains its water supply from two primary sources: the Colorado River via the Colorado River Aqueduct and the State Water Project.

The District provides water service to retail customers located within the cities of Moreno Valley and Temecula and the unincorporated communities of Good Hope, Homeland, Lakeview, Nuevo, Mead Valley, Murrieta, Murrieta Hot Springs, Quail Valley, Romoland, Sun City, Valle Vista and Winchester (collectively, the "Municipalities"). The District also supplies water on a wholesale basis to the Cities of Hemet, San Jacinto and Perris, Lake Hemet Municipal Water District, Nuevo Water Company, Elsinore Valley Municipal Water District, Western Municipal Water District and Rancho California Water District (collectively, the "Wholesale Customers").

# ORGANIZATIONAL PROFILE

## ORGANIZATIONAL ENVIRONMENT

The District is currently divided into four sewer service areas—Hemet-San Jacinto, Moreno Valley, Temecula Valley, and Perris Valley—for purposes of collection, transmission, treatment and disposal of wastewater.

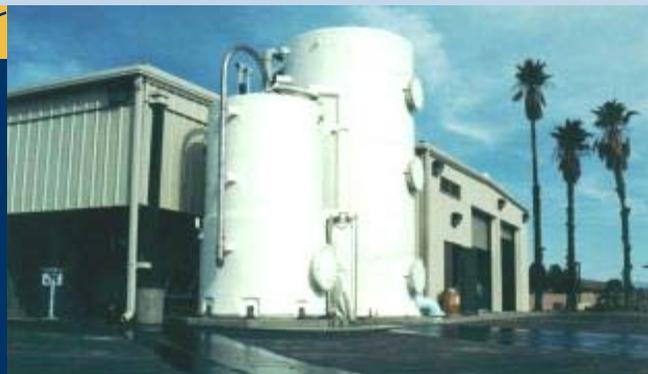
The policy of the District is to promote the use of recycled water to provide for the conservation and reuse of all water resources and to utilize this resource for any approved purpose to the maximum extent possible under the laws of the State of California. The District currently treats approximately 46 million gallons per day of wastewater at its four active regional water reclamation facilities, which are capable of treating 56 million gallons per day. The volume of flow is expected to grow to 64 million gallons per day by the year 2013. Approximately 60% of the treated wastewater currently generated is sold to agricultural and irrigation users. These customers include 70 agricultural sites, 6 golf courses, 106 landscape irrigation sites, 5 private duck clubs, 1 demonstration wetland project, 17 temporary construction meters, and one wildlife area.

Unsold recycled water is transferred to storage ponds and utilized to meet peak demand and recharge groundwater basins; excess water is discharged to Temescal Creek. In order to maximize recycled water use, the District is designing systems to serve additional schools, parks, a cemetery, golf courses, open space, streetscapes, additional agricultural uses, and a major power plant.

Customer service needs come from homes, commercial and industrial establishments. Principal product/service categories include potable water delivery, wastewater collection and treatment, recycled water delivery, and new service connections.

The District provides service through 2,382 miles of pipeline, 81 water storage tanks, 18 wells, two groundwater desalters (brackish groundwater desalination program), 82 pumping plants and two fresh water filtration plants. Four regional wastewater treatment plants, 55 lift stations and 1,824 miles of wastewater pipeline serve the District's wastewater connections. Each service area is served by a single regional water reclamation facility for which costs and methods of treatment vary.

*Menifee Desalter Facility produces approximately 2.5 million gallons of potable water per day*



# ORGANIZATIONAL PROFILE

## ORGANIZATIONAL ENVIRONMENT

### Organizational Culture

The District's organizational culture is a reflection of its overall mission and its values. The mission includes delivery of *safe and reliable water and wastewater management services* in a responsible and efficient manner and directs District employees to keep a focus on the future.

The District values statement was presented in a statement of operational behaviors created by the General Manager, Deputy General Manager and Assistant General Managers in July 2004, and is a primary focus of the District's commitment to ethical operation. Organizational values include *honesty, responsibility, loyalty, courtesy, integrity, and public trust*. The values statement has been used as the basis of two groups of round-table discussions with employee groups since that time. The District has recently appointed a new team of Values and Beliefs Champions to assist the District in its efforts to effectively deploy, integrate the Values and Beliefs, and provide organizational review with feedback on ethical operations .

The District's focus on employees is reflected in its commitment to a skilled, stable workforce, where training and career development are the means of delivering excellent performance.

The Mission and Values statements drive and support the District's customer-focused culture, which in turn is supported by an emphasis on employee retention and development. The District's visionary leadership leads the commitment to ethical operation, and supports a free and open exchange of information about the District and its performance.

The "Total Safety Culture" is a reflection of concern with employee and public safety as a primary operational mandate. The "Total Safety Culture" was visibly demonstrated when the District was awarded its third Cal/STAR Award from Cal/OSHA in December 2006 .

### Workforce Profile

The District has 627 employees in permanent status, approximately four-fifths of whom are represented by the International Brotherhood of Electrical Workers Local 1436 (Union). Labor and management enjoy a stable, cooperative relationship, regularly working together to resolve problems of mutual interest. In its 57 years, the District has never experienced a strike, slow-down or work stoppage. Employees enjoy competitive pay, benchmarked against the industry on a regular basis, and a broad array of health insurance and retirement benefits. The District's workforce is split almost fifty/fifty between employees working in the field and those working in the office. District employees are roughly 33% female to 66% male.

# ORGANIZATIONAL PROFILE

## ORGANIZATIONAL ENVIRONMENT

Employee education levels vary from high school diplomas to doctorates in scientific and technical fields, with many employees having attended a variety of technical schools. Personnel who operate the water and wastewater systems are required to obtain and maintain specified levels of state certification for which the District provides onsite certification training and reimbursement of licensing fees. Employee turnover is extremely low, in part because most promotions are filled from the existing workforce. Our comprehensive training programs prepare existing employees for advancements. This results in a more mature, experienced workforce, and it is not uncommon for employees to remain with the District for their entire working career.

### Major Facilities

The District utilizes an array of information technologies to deliver critical communication services to customers, business partners and employees. These include the use of a private radio network, private data network, public networks for voice and data services and a variety of computer applications. The primary technologies utilized are: the Supervisory Control and Data Acquisition System (SCADA) which is used to monitor and control water and wastewater systems and facilities; a customer billing system (COINS) that delivers timely and accurate customer information and feedback; the computerized maintenance management system (CMMS) which is used to manage the operation and life-cycle of the District's physical assets; and System for Project Organization, Reporting and Tracking (SPORT) which manages data and processes needed to support new service connections.

### Regulatory Environment

As a producer of drinking water and recycled water the District operates under strict regulatory monitoring by Federal, State and local agencies to ensure public safety. A "Full Compliance Ethic" is the established standard for regulatory compliance. This has resulted, through inspections and audits, in "Excellent" reviews from the regulatory community. Staff is trained, certified, licensed and accredited to perform within the Regulatory Guidelines. Through the Cal/STAR program, the District is self regulated for all Cal/OSHA requirements.

The District proactively reviews existing and upcoming regulatory requirements, performs audits of District systems, conducts inspections of commercial and industrial users, tracks analytical data and works formally and informally with local regulatory agencies and other Special Districts to ensure that District facilities and operational practices meet or exceed regulatory standards.

Testing of water, wastewater, and recycled water is conducted on a regular basis to meet the goal of full regulatory compliance, and to ensure a safe and reliable supply. The effluent from the reclamation facilities is analyzed in accordance with their respective discharge permits that require testing at varying frequencies. Both Federal EPA and State guidelines regulate the District's four operating Regional Water Reclamation Facilities (RWRF). Three of the RWRF's are under the jurisdiction of the Santa Ana Regional Water Quality Control Board (SARWQCB) while the remaining fourth RWRF is under the jurisdiction of the San Diego Regional Water Quality Control Board (SDRWQCB).

# ORGANIZATIONAL PROFILE

## ORGANIZATIONAL RELATIONSHIPS

### Organizational Relationships

The District is a quasi-governmental agency of the State of California. It is governed by a Board of five Directors who are publicly elected for four-year terms from comparably sized Districts based on population. The Board of Directors hires the General Manager, who is the chief executive officer of the District and is responsible for day-to-day operations. Those who report to the General Manager are considered part of the Executive Management Group, and include the Deputy General Manager, Assistant General Managers, and the Chief Financial Officer. The District is organized into three major Branches which include Engineering, Operations and Maintenance, and Resource Development. Finance and Legislative Affairs report to the General Manager while Human Resources, Information Systems and Community Involvement report to the Deputy General Manager. The District Board of Directors sets policies and provides oversight regarding the efficiency and effectiveness of on-going operations.

### EMWD Board of Directors



**Joseph J. Kuebler**  
Treasurer



**Philip E. Paule**



**Randy A. Record**  
Director of the  
Metropolitan Water  
District of  
So. California



**David J. Slawson**  
President



**Ronald W. Sullivan**  
Vice President

# ORGANIZATIONAL PROFILE

## ORGANIZATIONAL RELATIONSHIPS

### Customer Groups

EMWD's key products and services are:

- Potable water delivery
- Wastewater collection and treatment
- Recycled water delivery
- New Service Connections

Connections are associated with new service accounts in one of the product and service categories, and are related to growth in the District. Water and wastewater services are provided to four distinct customer and market segments, which include residential, developers, commercial/ industrial/ institutional, and agriculture/ landscape.

The requirements and expectations for each product and service type are quite different. Potable water service requirements and expectations include trust in the use of public funds, trust in safety of the water supply, consistent water availability, good taste and reasonable rates. Wastewater collection and treatment services customers expect wastewater to disappear when disposed of without any odor, backup or complications. They also want reasonable fees for service.

Recycled water is used as a low cost water supply for agriculture and landscape users, and also for commercial and industrial users. Requirements include availability, reliable service and reasonable cost.

For new service connections, the primary measure of quality is related to the timely delivery of services. The relevant measure is found in the number of calendar days elapsed between the creation of a work order to the installation of the service.



# ORGANIZATIONAL PROFILE

## ORGANIZATIONAL RELATIONSHIPS

### Supplier and Distributors

Critical operational suppliers and partners include the Metropolitan Water District (MWD) of Southern California, and Southern California Edison (SCE). MWD is a continuing partner in the area of Supply Development and Management and provides most of the District's imported water under long-term contract. Edison provides electrical energy for District operations and is used for water pumping plants, operation of lift stations, and operation of water treatment plants. Energy follows cost of labor and water as the 3rd largest District expenditure. The District provides leadership for the Hemet/San Jacinto Water Management plan effort to manage local groundwater basins and recharge activities. The value and impact that Suppliers of goods and services provide the District have led us to develop programs to encourage strategic alignment and two-way communication with these key resources.

### Supplier and Customer Partnering

The District is a formal partner with MWD, and one member of EMWD's Board of Directors also sits on the MWD Board. It also has a formal relationship with the Santa Ana Watershed Project Authority (SAWPA). SAWPA is a Joint Powers Authority formed by five major water agencies, including the District, for the purpose of developing and implementing integrated watershed and salinity management within the region.

The District maintains an informal partnership with other major stakeholder groups within neighboring water agencies and water authorities. The District participates with these groups in meeting regional water requirements, developing new water sources and being a good neighbor. Leadership ensures good communications within this partnership by attending, scheduling and maintaining regular meetings. District personnel meet quarterly with the various wholesale customers to discuss projects and issues.

The District's Board of Directors plays a significant role in creating and balancing values for those stakeholders who are residents, property owners, and business owners in the District. They do so by providing regular forums for public comment and holding informal meetings in the local communities such as the Director's Advisory Committee (DAC) meetings.

Key partnering relationships also exist with vendors and suppliers through the use of multi-year agreements. These agreements provide both the vendors and the District the opportunity to establish mutually beneficial relationships, maximize overall efficiency and reduce cost.

# ORGANIZATIONAL PROFILE

## ORGANIZATIONAL CHALLENGES

### Competitive Position

The District is one of the largest water/wastewater agencies in the region in terms of revenue, number of employees, and service area size. It is one of the largest marketers of recycled water in the state and has had a high rate of growth.

### Comparative Data

The District judges its competitive position primarily in terms of its obligation to residents and customers to provide economical and efficient service. Our competitive position is also a function of our ranking within industry benchmarks. The District continues to seek competitive comparisons within the industry for all of its key processes, and has produced evidence through the QualServe Survey that its service is at or above the industry average in many important measures. In some cases, the District's performance is in the top quartile.

### Strategic Challenges

A major business strategy for the District is accommodating growth. New facilities are planned and executed with a 20-year target. Strategy deployment requires that the District keep close track of growth trends so that sufficient facilities are planned without excessive cost. The challenge is to maintain a balance between new facility development and growth without causing unreasonable financial burden on current and future customers. The other major challenge is to continue operating existing facilities without service interruptions during expansion. This requires the District to remain flexible and respond to changing needs.

Supporting a successful business strategy depends on maintenance of a Capital Improvement Program, and a fee structure that supports both maintenance and growth. Keeping District costs low also requires maximization of all funding sources, including timely access to capital markets and access to grant funding whenever possible.

# ORGANIZATIONAL PROFILE

## ORGANIZATIONAL CHALLENGES

Operational strategies are focused on the potential that in the future there will be less State Project Water and less water available from the Colorado River. The three primary ways to respond include greater use of recycled water, conservation, and developing new water supplies.

The District's largest expenditure is labor which presents a strategic challenge as our operations have a significant reliance on our employees. The District meets this challenge with the human resource strategy of maintaining trained, knowledgeable, and motivated staff. This is supported through a close partnership with the union IBEW 1436 (International Brotherhood of Electrical Workers), succession planning, and promoting qualified personnel from within.

One important strategy for maintaining organizational sustainability is through the District's use of an enterprise team approach in facilities planning, engineering, and finance. The District also supports long-term sustainability through continuous improvement, and through using technology to its maximum advantage, both to achieve cost containment and to improve operational efficiency.

Evidence of the District's commitment to long-term sustainability is the identification of its key themes. Through multiple cycles of improvement, the District has identified the following five key themes: customer focus, employee focus, resource management, visionary leadership and focus on the future. These themes are supported through multiple District-wide projects and programs that will ensure long-term organizational health.

## Performance Improvement System

The District's focus on performance improvement and organizational learning is supported through its Mission, Vision and Values, and through its efforts to holistically incorporate the Malcolm Baldrige Criteria for Performance Excellence. All improvement efforts are linked to District Strategic Tactics providing an aligned workforce that continues to improve its performance awareness.

Over the past five years the District has implemented a system of continuous improvement that is based on the assessment of strengths, weaknesses, opportunities, and threats in each department, and the identification of cross-departmental process improvements to help each department achieve its goals. The District has also implemented a key process certification system, and the results of this certification are used by the Executive Action Team to prioritize additional improvement opportunities.

The District is working hard to build a culture of continuous improvement supported by key performance measures in all performance areas and by a management structure that recognizes innovation.

## Core Business Functions

The basic functions that must be performed by the District to accomplish its mission are:

- **Water Supply and Reliability**

Provide a safe and reliable supply of water at a reasonable cost.

- **Collect and Treat Wastewater**

Provide safe, reliable, and cost-effective collection and treatment of wastewater.

- **Sound Financial Policy**

Manage public funds to ensure financial stability and demonstrate responsible stewardship.

- **Organizational Efficiency**

Provide services and facilities in a responsive, cost-efficient manner.

- **Human Resources**

Promote and sustain a safe, ethical, and productive work environment that results in the greatest contribution from its employees toward achieving the District's goals.

- **Community Partnership**

Build a partnership with the community through mutual understanding and cooperation.

- **Customer Satisfaction**

Consistently meet or exceed customer expectations.

# WATER SUPPLY AND RELIABILITY

**Strategic Goal:** "Provide a safe and reliable supply of water, at a reasonable cost."

## STRATEGIC OBJECTIVE I (QUALITY)

**Protect the health and safety of the public.**

### Tactics I

- A. Achieve full compliance with all regulatory requirements and mandates.
- B. Maintain and improve an ongoing water quality monitoring program, compliance management and reporting system.
- C. Monitor source water quality, and proactively participate in source water quality protection programs.
- D. Enhance water quality by maintaining and improving application of efficient operational procedures.



*Employee Matt O'Brien, Potable Water Treatment Operator II, performing bacteriological sampling for the District's distribution system monitoring*

## STRATEGIC OBJECTIVE II (SUPPLY)

**Ensure quality and reliability by developing and implementing a cost-effective blend between local and imported water sources.**

### Tactics II

- A. Establish and protect all District water rights.
- B. Maximize groundwater use by blending and providing appropriate treatment.
- C. Optimize groundwater production by efficient operation, maintenance, and replacement of existing wells.
- D. Continue to explore possibilities for new groundwater production.
- E. Maintain and improve groundwater-monitoring programs for resource development purposes.
- F. Implement conjunctive use programs to increase operational yield and protect the integrity of the groundwater basins by working with other water agencies and private producers.
- G. Participate in the development of programs and policies that improve supplies and their availability, such as water transfer.
- H. Maintain a water supply plan in coordination with the plans developed by other regional agencies.
- I. Continue to develop reliable supply sources for the major water supply centers.

# WATER SUPPLY AND RELIABILITY

**Strategic Goal:** "Provide a safe and reliable supply of water, at a reasonable cost."

## STRATEGIC OBJECTIVE III (CONSERVATION)

*Promote efficient use of water and implement a structured conservation program.*

### Tactics III

- A. Implement a conservation strategy to achieve 25% reduction in per capita water use by the Year 2025 without significantly impacting rates.
- B. Promote programs that enable customers to reduce outdoor water use.
- C. Promote efficient use of water through appropriate rebate programs for replacing excessive water consuming appliances and fixtures.
- D. Partner with commercial and industrial water users and developers in developing and implementing customized water efficiency improvement programs.
- E. Continue to implement and expand appropriate educational and informational programs to encourage conservation among all water users in the District.
- F. Minimize water loss from the District's facilities by implementing an economically viable facilities replacement program.

## STRATEGIC OBJECTIVE IV (RECYCLING)

*Maximize recycled water use in an environmentally responsible manner.*

### Tactics IV

- A. Develop Strategies to achieve the highest beneficial use of recycled water.
- B. Improve availability and reliability of recycled water supply to meet customer needs.
- C. Collaborate with identified partners to investigate and promote public and regulatory acceptance for new uses of recycled water.
- D. Strive to recover construction, operation, and maintenance costs through appropriate pricing of recycled water.
- E. Construct and manage storage and other facilities to maximize recycled water use and protect water rights.
- F. Construct recycled water delivery facilities to improve operational flexibility and service level where economically feasible.



*Recycled Water used for landscaping irrigation*

# COLLECT and TREAT WASTEWATER

**Strategic Goal:** "Provide safe, reliable and cost effective collection and treatment of wastewater."

## STRATEGIC OBJECTIVE I (QUALITY)

*Protect the health and safety of the public.*

### Tactics I

- A. Achieve full compliance with all regulatory requirements and mandates.
- B. Maintain and improve an ongoing water quality monitoring program, compliance management and reporting.
- C. Maintain and improve commercial and industrial source control programs.
- D. Develop and implement public education programs for pollution prevention.
- E. Optimize process control to improve reclamation performance to ensure compliance.



*Employee Bill Walker, Moreno Valley Water Reclamations Operator Grade III, performing a walk inspection in the plant 's #1 secondary clarifier which is an inactive environment where solids are settled out prior to tertiary treatment*

# SOUND FINANCIAL POLICY

**Strategic Goal:** *“Manage public funds to ensure financial stability and demonstrate responsible stewardship.”*

## STRATEGIC OBJECTIVE I (FINANCIAL PLANNING)

*Provide structure and guidance in financial matters and decisions.*

### Tactics I

- A. Adopt annual operating budgets aligned with the strategic plan.
- B. Develop financial plans to support implementation of Capital Improvement Plans.
- C. Prepare periodic financial forecasts.
- D. Provide timely, accurate, and relevant financial information to enable managers to make informed decisions.

## STRATEGIC OBJECTIVE II (REVENUE)

*Ensure that revenues cover all the District’s financial obligations.*

### Tactics II

- A. Develop a fair and equitable rate structure that generates adequate revenue.
- B. Develop revenue programs to provide for replacement, system betterment, and meeting regulatory requirements.

## STRATEGIC OBJECTIVE III (FINANCIAL STABILITY)

*Maintain a strong financial position that provides for short and long-term District needs.*

### Tactics III

- A. Maintain reserve funds that provide for the variables associated with District funding requirements.
- B. Maintain insurance coverage to manage financial risk and exposure.
- C. Manage and invest cash to maximize yield, yet minimize risk and meet cash flow requirements.
- D. Ensure that internal controls are in place to protect assets and provide accountability.
- E. Attain the highest bond credit rating.

## STRATEGIC OBJECTIVE IV (OPPORTUNITIES)

*Optimize alternative sources of funding.*

### Tactics IV

- A. Promote aggressive pursuit of grants, loans, and external financing for District Programs.
- B. Pursue innovative, non-traditional, revenue-generating concepts for the District.



***EMWD main entrance to administrative building***

# ORGANIZATIONAL EFFICIENCY

**Strategic Goal:** "Provide services and facilities in a responsive, cost-efficient manner."

## STRATEGIC OBJECTIVE I (OPERATIONS)

**Optimize operational performance.**

### Tactics I

- A. Define, measure, and manage process control parameters.
- B. Effectively utilize technology to enhance process and operational performance.
- C. Standardize equipment, practices, and processes where warranted.
- D. Maximize process performance by continually evaluating results, establishing goals and implementing improvements.
- E. Develop and maintain a facilities disaster recovery plan and business resumption plan.
- F. Utilize and optimize redundancy to provide reliable service and minimize downtime.
- G. Effectively coordinate operation of water and wastewater systems.
- H. Establish systematic programs to enhance supplier partnership, alignment, and input to ensure the consistent and cost-effective supply of goods, materials, services, and equipment.



*Employee Thomas Zschokke,  
Warehouse Sr. Storekeeper,  
seen here pulling electrical parts  
from stocked inventory.*

## STRATEGIC OBJECTIVE II (COST CONTROL)

**Control and manage District expenditures.**

### Tactics II

- A. Upgrade obsolete, inefficient equipment and methods.
- B. Conduct technological, financial, and operational feasibility studies as components of decision-making.
- C. Integrate purchasing and inventory with best available practices to speed procurement, increase value, and provide useful and timely management information.
- D. Pursue opportunities to minimize the cost of purchases, maintenance, and services by evaluating and managing scope.
- E. Pursue energy efficiency and cost containment opportunities.
- F. Participate in internal and external competitive analyses to evaluate EMWD's performance.
- G. Encourage participation in the Employee Quality Improvement Program (EQIP).

# ORGANIZATIONAL EFFICIENCY

**Strategic Goal:** *“Provide services and facilities in a responsive, cost efficient manner.”*

## STRATEGIC OBJECTIVE III (TECHNOLOGY)

***Develop and implement Effective Business Intelligence Systems.***

### **Tactics III**

- A. Guide the implementation and efficient use of all information technology systems by developing a District wide information technology master plan.
- B. Develop and implement quality and simple to use information technologies, related support and services.
- C. Develop and implement information technologies that provide consistent, accurate, timely information to share and to support effective decision-making.
- D. Ensure a secure, reliable, stable, and efficient information technology environment to meet the District’s needs.
- E. Utilize the District-wide Technology Committee to lead, guide, recommend, and set standards for all investments in information technology.
- F. Develop and use consistent methods and measurements to identify the effectiveness of information technology investments and to evaluate the need for further enhancements.
- G. Motivate and train District employees to use the available information technology resources to maximize the returns from the information technology investments.
- H. Utilize a system to manage information technology assets throughout the District.
- I. Develop and maintain recovery and business resumption plans for the District’s information systems.

## STRATEGIC OBJECTIVE IV (MAINTENANCE)

***Enhance facility operations and performance by best managing maintenance activities to optimize cost-effective service and reliability.***

### **Tactics IV**

- A. Implement integrated processes and systems to provide for the efficient allocation of resources and enhance decision-making.
- B. Further the development and implementation of activity-based job planning to maximize productivity and efficiency throughout the organization.
- C. Incorporate performance metrics into managing labor, equipment, materials, and contract services.

## ORGANIZATIONAL EFFICIENCY

**Strategic Goal:** "Provide services and facilities in a responsive, cost efficient manner."

### STRATEGIC OBJECTIVE V (SECURITY)

*Provide facilities and programs to ensure secure delivery of services.*

#### Tactics V

- A. Develop and implement measures to ensure a secure work environment for all employees.
- B. Protect the District information technology systems from internal and external threats.
- C. Prioritize water, sewer, and support facilities with respect to risk and importance to continuing service, and implement protection measures.
- D. Monitor water quality indicators throughout the system to alarm significant water quality changes.
- E. Maintain a high level of security awareness among District employees and customers.
- F. Train District employees for threat recognition and appropriate response.



Employees Julie Georgiow,  
Operations Representative II and  
Mike Espejo, Systems Control Supervisor

### STRATEGIC OBJECTIVE VI (PLANNING)

*Utilizing sound planning principles, develop water and wastewater related capital facilities in an efficient, timely, and cost-effective manner.*

#### Tactics VI

- A. Implement a centralized planning function to develop and maintain projections of water demands and associated wastewater flows based on land use and regional and sub-regional growth patterns.
- B. Develop and maintain water and wastewater facilities master plans to accommodate the needs of development with the goal of achieving a reliable, compliant, easy to operate system.
- C. Implement a five-year water and wastewater capital improvement plan, including financing and funding considerations. Include projects associated with growth, system betterment, and replacement.

# ORGANIZATIONAL EFFICIENCY

**Strategic Goal:** "Provide services and facilities in a responsive, cost efficient manner."

## STRATEGIC OBJECTIVE VII (PROJECT MANAGEMENT)

*Manage District projects efficiently and effectively.*

### Tactics VII

- A. Define project scope including life cycle issues and costs as part of the project approval process. Include considerations for addressing operational safety and security issues.
- B. Monitor project progress against baseline budget and schedule through a standardized reporting program.
- C. Improve intra-District coordination throughout the project cycle to ensure that all department needs are met.
- D. Increase the use of standard designs.
- E. Refine the post project review process to improve future projects.



*External view of digester construction at Moreno Valley Regional Water Reclamation Facility during Expansion (pictured to the left)*



*Internal view of digester at Moreno Valley Regional Water Reclamation Facility during Expansion (pictured to the right)*

# HUMAN RESOURCES

**Strategic Goal:** *"Promote and sustain a safe, ethical, and productive work environment that results in the greatest contribution from its employees toward achieving the District's goals."*

## STRATEGIC OBJECTIVE I (EXCELLENCE)

**Recruit and retain a diverse and high quality workforce.**

### Tactics I

- A. Provide an equitable, competitive salary and benefits package.
- B. Encourage continuous improvement in employees to meet the District's future personnel needs.
- C. Ensure all recruitment and selection efforts provide equal opportunity.

## STRATEGIC OBJECTIVE II (SAFETY)

**Minimize injury and illness by providing a safe and healthy work environment.**

### Tactics II

- A. Maintain a comprehensive injury and illness prevention program.
- B. Enforce zero tolerance of substance abuse in the workplace.
- C. Provide continuous and appropriate safety training to all employees.
- D. Maintain Cal/STAR designation for Cal/OSHA.
- E. Promote and encourage employee fitness and health and involvement in all safety programs.
- F. Demonstrate management and employee commitment to the District's safety programs.
- G. Actively support the Labor/Management Safety Committee process.



## STRATEGIC OBJECTIVE III (ETHICS)

**Promote an environment where the District's values and beliefs are incorporated into all aspects of doing business.**

### Tactics III

- A. Promote and advance the District's values and beliefs.
- B. Ensure that the District's decisions and policies are made utilizing proper governmental processes.
- C. Ensure proper use and safeguarding of District property and resources.
- D. Ensure adherence to conflict of interest laws.
- E. Maintain the highest standards of personal honesty and fairness in carrying out our board and employee activities.
- F. Encourage discussion of ethical issues in the workplace.



**Employees**  
**Rick Hanks, Construction and**  
**Safety Inspector III**  
**and**  
**John Purchase, Construction and**  
**Safety Inspection Supervisor**

## HUMAN RESOURCES

**Strategic Goal:** *"Promote and sustain a safe, ethical, and productive work environment that results in the greatest contribution from its employees toward achieving the District's goals."*

### STRATEGIC OBJECTIVE IV (PRODUCTIVITY)

*Maximize and measure employee performance*



*Board, Union, and Management viewing performance dashboards. Left to Right: Randy Record (Board Director), Kelly Foster (IBEW Local 1436 Union), Anthony J. Pack, (General Manager).*

#### Tactics IV

- A. Establish, communicate, and document productivity levels/performance goals.
- B. Develop goals and objectives for departmental performance.
- C. Require complete, timely, and accurate employee evaluations.
- D. Provide ongoing performance feedback.
- E. Improve the implementation of the "Pay-for-Performance Program" through the development and communication of clearly-defined organizational goals and objectives.

### STRATEGIC OBJECTIVE V (COMMUNICATIONS)

*Promote positive interaction between management and employees for the exchange of ideas, information, and process improvement.*

#### Tactics V

- A. Foster a wide variety of communication means among all sectors of the organization.
- B. Ensure employees are promptly and accurately informed about actions taken by the District, the Board of Directors, and senior management.
- C. Establish a system for employees to suggest process improvements.

## COMMUNITY PARTNERSHIP

**Strategic Goal:** *“Build a partnership with the community through mutual understanding and cooperation”*

### STRATEGIC OBJECTIVE I (COMMUNITY RELATIONS)

**Promote and sustain effective communication between the District and its stakeholders.**

#### Tactics I

- A. Facilitate timely and informative two-way communication between the District and its key communities.
- B. Openly encourage and facilitate public participation in district sponsored activities.
- C. Actively participate in leadership roles in professional, industry and community organizations.
- D. Conduct a school education program promoting a more comprehensive understanding of water and wastewater issues.
- E. Encourage employees to represent the District positively to the public, and provide them with the information to do so.

*Solar Cup participants 2006. Solar Cup is a program where high school teams, sponsored by The Metropolitan Water District (MWD) member agencies, build and prepare a solar powered boat over a seven-month timeline*



### STRATEGIC OBJECTIVE II (COOPERATION)

**Partner with communities and organizations on common issues to create integrated, innovative solutions.**

#### Tactics II

- A. Partner with other agencies in the decision-making process related to water and wastewater governance, management, operations, and environmental issues.
- B. Pursue mutually beneficial partnerships on common issues to support the District's goals and objectives.

## COMMUNITY PARTNERSHIP

**Strategic Goal:** "Build a partnership with the community through mutual understanding and cooperation"

### STRATEGIC OBJECTIVE III (SOCIAL RESPONSIBILITY)

**Participate in the life of the community.**

#### Tactics III

- Provide effective outreach, and participate in and sponsor activities such as committees, events, meetings, workshops, in keeping with the District's mission and values and beliefs.
- Promote causes related to the community's health, public welfare, and education through in-kind services and encouraging employee volunteerism and contribution.



Picture submitted by student Briar Clear  
2006/2007 Contest Winner  
Valle Vista Elementary  
Hemet Unified School District  
Teacher: Carolyn DeMoss



Picture submitted by student Christian Huber  
2006/2007 Contest Winner  
San Jacinto Elementary  
San Jacinto School District  
Teacher: Anne Record

### STRATEGIC OBJECTIVE IV

**Actively influence the content of legislation that impacts the District.**

#### Tactics IV

- Involve all appropriate District disciplines in the review, analysis, and development of positions on all proposed legislation and regulations that impact the District.
- Formulate positions on pertinent legislative issues, and communicate those positions to all levels of legislators and opinion leaders.
- Maintain active liaison with all legislative leaders and their professional staff representatives.

# CUSTOMER SATISFACTION

*Strategic Goal: "Consistently meet or exceed customer expectations."*

## STRATEGIC OBJECTIVE I (NEEDS)

*Understand and anticipate customers' needs.*

### Tactics I

- A. Identify various customer segments and define their critical expectations of the District.
- B. Develop and implement programs that build relationships which meet various customer segment needs.
- C. Evaluate and modify the internal business processes to accommodate customer segment needs.
- D. Develop processes to establish and prioritize customer needs by analyzing customer feedback.
- E. Achieve full compliance with all regulatory requirements and mandates, secure sensitive data, including employee and customer data, from unauthorized access.

## STRATEGIC OBJECTIVE II (SERVICE)

*Provide service in a timely, courteous, and effective manner.*

### Tactics II

- A. Identify and train customer contact personnel on key business processes to deliver well-coordinated, high quality, and cost-effective service.
- B. Establish business processes and procedures to provide for centralized, integrated, seamless customer service.
- C. Develop and utilize information technology to provide up-to-date, accurate, and reliable information to address customer queries.
- D. Identify and implement improvements to increase customer confidence in the accuracy of charges for service.
- E. Incorporate and expand the District's training program to include customer service and satisfaction.
- F. Implement programs to recognize employee actions that lead to customer satisfaction.
- G. Develop procedures to measure customer service against customer expectations.

## STRATEGIC OBJECTIVE III (OUTREACH)

*Develop customer relations, outreach, and education programs.*

### Tactics III

- A. Develop and implement programs that facilitate timely and informative two-way communication between the District and all customer groups.
- B. Create systems that provide for timely and ongoing customer feedback.
- C. Actively participate with community organizations to expand outreach efforts.
- D. Develop educational and other outreach programs to communicate in a timely manner changes that may affect customer satisfaction.

# DEFINITIONS

*Definitions and terminology used in strategic planning efforts vary widely between organizations. The terms defined below may, in some cases, connote different meanings when used outside this document. For clarity and consistency, the meaning and the importance of these terms, for purposes of this document, are set forth as follows:*

## ***Biosolids***

Solids residuals from wastewater treatment, often used for land application or composting with green waste.

## ***Cal/STAR Safety Program***

The California Safety Through Accountability and Recognition (Cal/STAR) program is administered through the state Division of Occupational Safety and Health, which provides recognition to those sites whose programs have achieved occupational safety and health excellence. EMWD is the first public agency to be awarded Cal/STAR designation for its excellent total safety program.

## ***Capital Improvement Plan (CIP)***

This plan defines the facilities that need to be constructed in order to support area demands. The plan is reviewed annually and looks five years ahead.

## ***Conjunctive Use Programs***

Programs referring to using imported surface water to recharge local groundwater basins. Conjunctive use allows EMWD to store imported surface water when surplus water and delivery capacities are available, and then recover the water for use during periods of water shortage, thereby reducing its need for imported water when it is not available.

## ***Core Business Function***

Those basic functions that must be performed by the District to accomplish its mission.

EMWD's Core Business Functions are:

- Water Supply and Reliability
- Collect and Treat Wastewater
- Sound Financial Policy
- Organizational Efficiency
- Human Resources
- Community Partnership
- Customer Satisfaction

## ***Employee Quality Improvement Program (EQIP)***

Pronounced "equip", this is the District's employee suggestion program, and it provides a central point for all suggestions regarding continuous improvement. The District encourages suggestions from employees for improving methods, saving money or otherwise making improvements that benefit the District. Employee recognition, team recognition and special awards are all considered for those who submit valuable ideas.

## ***EXACT (Executive Action Team)***

This expanded group of District Senior Executive Management meets to discuss issues of broad operational concern. For example, this group hears reports and designs strategy to implement the District's philosophy of continuous quality improvement and innovation.

## ***Mission***

The District's fundamental and most important responsibilities.

## ***Pay-for-Performance Program***

Links an employee's overall job performance evaluation rating to a monetary award or salary increase in order to encourage operation and administrative excellence and achievement of individual plan goals.

# DEFINITIONS

## ***Labor/Management Safety Committee***

A committee comprised of representatives appointed by EMWD management and the Union that is responsible for maintaining the District's excellent safety program. Designated front line employees, grouped into Safety Technical Teams, serve as a driving force for the total safety culture. The Safety Committee investigates all major accidents and injuries. The Safety Council is made up of department directors, senior management, and labor and management chairpersons from the Safety Committee to provide direction and oversight. In addition they monitor safety activities and meet regularly to evaluate the effectiveness of safety programs.

## ***Senior Executive Managers Group (SEMG)***

A small group of the District's top leadership that meets on a regular basis to review current events, discuss projects, and address other appropriate District business. Headed by the General Manager, the group includes the Deputy General Manager, the Assistant General Managers of Operations and Maintenance, Resource Development, Engineering, and Chief Financial Officer as well as the directors of Human Resources and Risk Management, Community Involvement, Legislative Affairs, Water Operations, and Wastewater Operations, and Manager of Legislative Affairs.

## ***Strategic Goal***

A formal, broad precept that defines the end toward which the District's efforts are directed.

## ***Strategic Objective***

General program or policy and policies of the District necessary to translate the Strategic Goals

## ***Tactic***

A method or action that, when accomplished in conjunction with other tactics, meets Strategic Objectives without specifying the exact manner in which the objectives are to be achieved.

## ***Technology Committee***

A senior management and staff group representing all departments that meets to discuss information technology issues and to lead, guide, recommend, and set standards for all investments in information technology.

## ***Union / IBEW 1436***

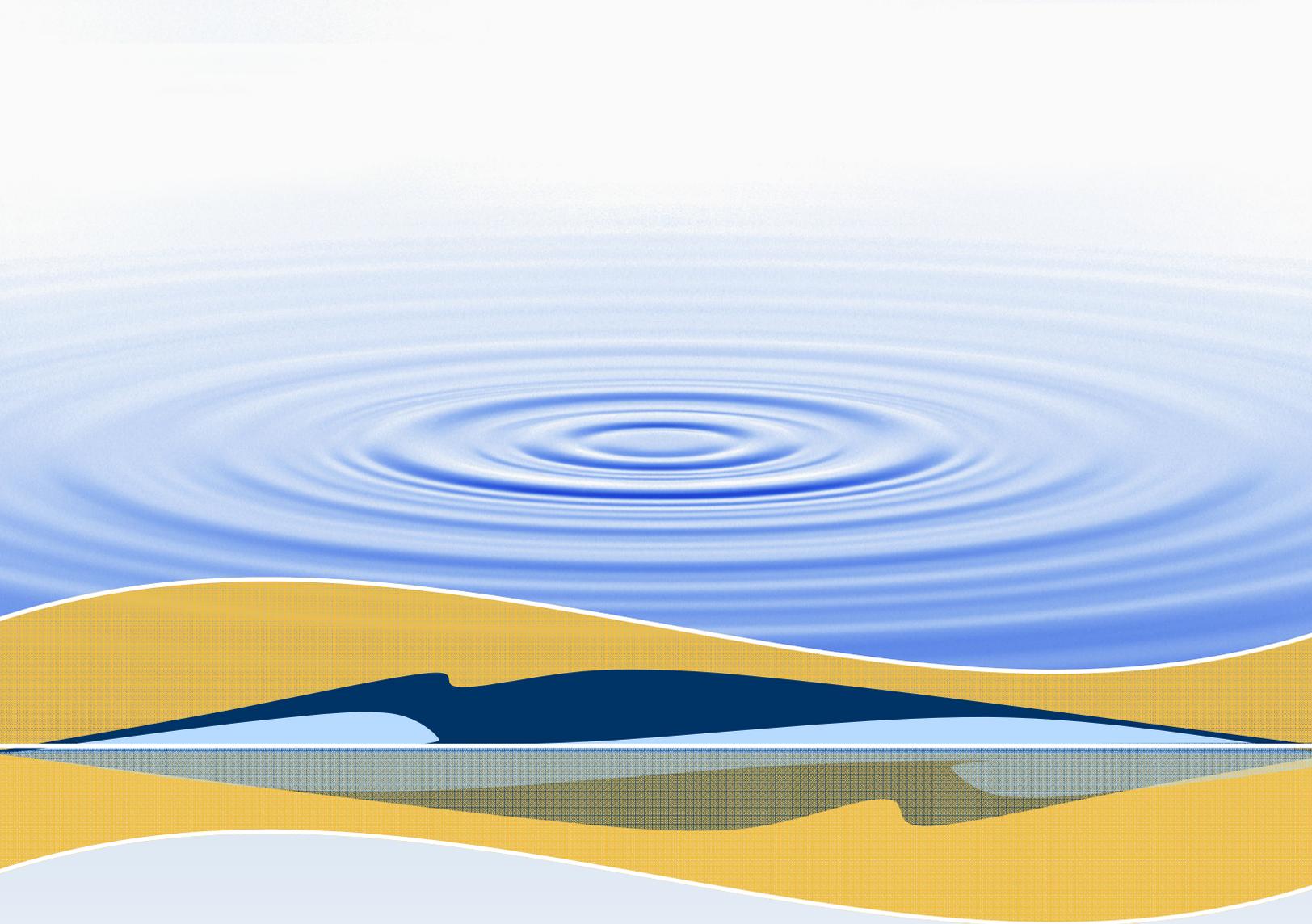
International Brotherhood of Electrical Workers Local 1436 representing about four-fifths of EMWD's employees.

## ***WET (Water Enterprise Team)***

A staff group representing several departments that meets to discuss projects and updates on potable water programs and activities. The team identifies operational issues with regard to water, develops responses, and recommends any needed capital improvements to senior management.

## ***WWET (Wastewater Enterprise Team)***

A staff group representing several departments that meets to discuss projects and updates on wastewater programs and activities. The team identifies operational issues with regard to wastewater, develops responses, and recommends any needed capital improvements to senior management.



EMWD  
2270 Trumble Road  
P.O. Box 8300  
Perris, CA 92572-8300

(951)928-3777

[www.emwd.org](http://www.emwd.org)