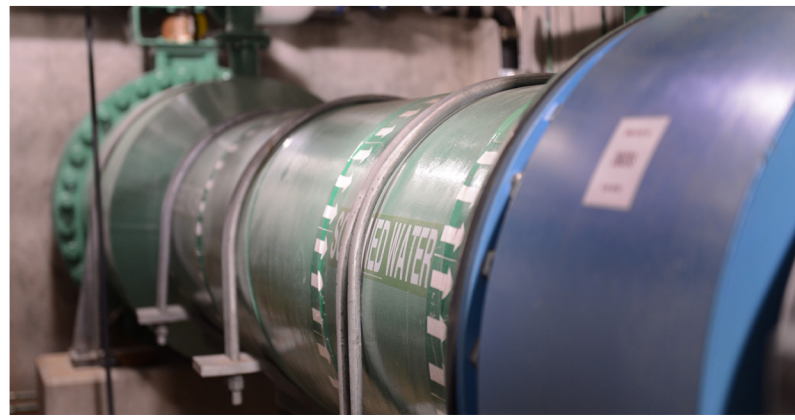


Eastern Municipal
Water District

Triennial Strategic Plan

2019 - 2021



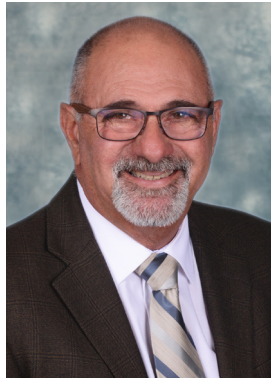
Board of Directors

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 division, 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



Ronald W. Sullivan
Division 4

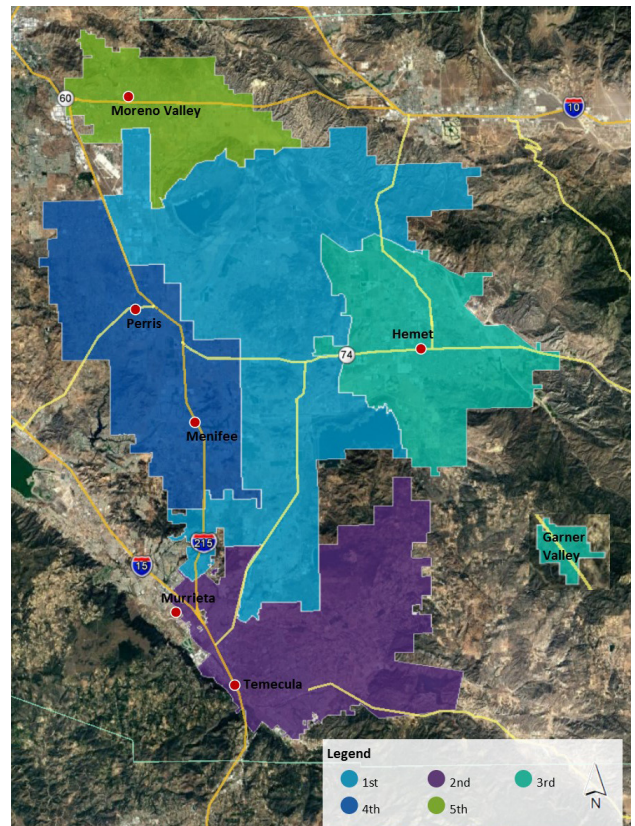


David J. Slawson
Division 5

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 provide an exceptional level of customer and community service, exceeding the performance of any other public or private entity.

Guiding Principles

EMWD embraces excellence in all facets of our business:

- **Community:** We will be actively engaged in promoting prosperity, environmental values and public health in the communities we serve.
- **Innovation:** We will creatively seek to improve the services we provide.
- **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 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 and easily 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 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 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 a reliable and cost-effective balance of water supplies utilizing imported, local and recycled water sources.
- **Land Use Resiliency:** Ensure the portfolio of water, wastewater and recycled water projects are resiliently designed and implemented to meet land use needs.
- **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.
- **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

Ensure all water supplies protect the health and safety of the community and the environment and meet all regulatory requirements.

- **Water Quality:** Ensure EMWD's water distribution systems are in full compliance with 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.

Superior Customer Service

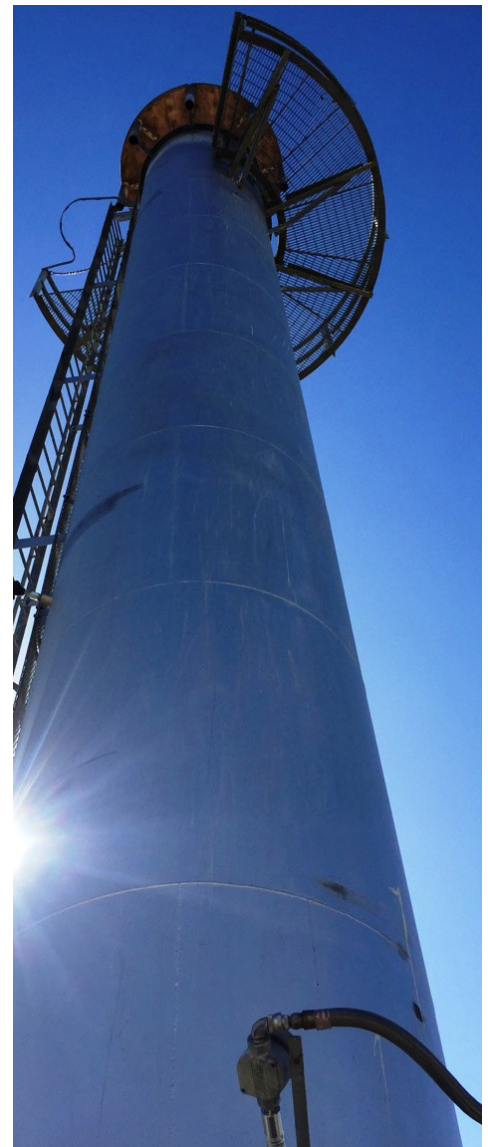
Consistently exceed customer expectations in all facets of EMWD's service.

- **Awareness:** Continue to develop and implement multi-faceted approaches to ascertain and measure customer services levels, as well as customer needs and expectations.
- **Service:** Provide timely, courteous and responsive customer service that is adaptable to changing customer needs, priorities, and communication preferences.
- **Technology:** Implement industry-leading billing, communication, and other service deployment technologies that simplify and improve the customers' experience with EMWD while also improving efficiency.

Sound Planning and Operational Efficiency

Deliver the highest quality products and services in a cost-effective and efficient manner by leveraging workforce, technology, and business partnerships to implement industry-leading processes and practices.

- **Operational Efficiency:** Implement industry-leading programs and procedures to ensure EMWD is operating at optimal efficiency to minimize costs, manage risk and ensure best 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.
- **Information Technology Investments:** Implement information technology capital investments to achieve efficiency, effectiveness and resource optimization entity-wide.
- **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.
- **Cyber and Physical Security:** Implement industry-leading security analysis and proactively remediate vulnerabilities. Develop and implement disaster recovery solutions for District enterprise technology systems and facilities.



Fiscal Responsibility and Appropriate Investment

Ensure financial stability and demonstrate responsible stewardship of public funds.



- **Financial Stability:** Enhance and maintain EMWD’s strong financial position and credit quality by identifying and implementing specific opportunities to improve underlying financial metrics.
- **Infrastructure Replacement:** Implement strategy 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:** Continue to evaluate EMWD’s fees, rates and charges to ensure that each customer class pays its proportionate fair share, while generating adequate revenues to meet EMWD’s financial obligations.
- **Unfunded Liabilities:** Continue to execute financial planning and funding policies to fully fund the Other Post-Employment Benefit and pension obligations 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:** Seek beneficial shared service opportunities that reduce costs and overhead by in-sourcing work from outside entities to EMWD and out-sourcing functions, where appropriate.

Exemplary Employer

Be the employer of choice to attract and retain high performing employees by creating and sustaining a work culture that is safe and ethical, while promoting innovation, and providing opportunities for employee development and advancement.

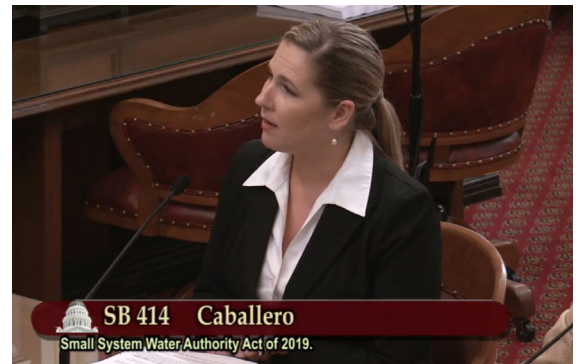
- **Safety:** Provide a safe work environment, applicable training, equipment and other resources necessary to ensure the highest level of employee and community safety.
- **Workforce Excellence:** Recruit and retain highly qualified, diverse and productive employees by providing competitive compensation and opportunities for career development, and advancement.
- **Workforce Evolution:** Analyze and identify workforce trends in order to address critical gaps between the current workforce and future needs.
- **Ethics:** Ensure an ethical work environment by exemplifying EMWD's Guiding Principles into 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:** Provide clear and open communication, fostering a positive interaction between management and employees which encourages exchange of ideas, information and process improvements.

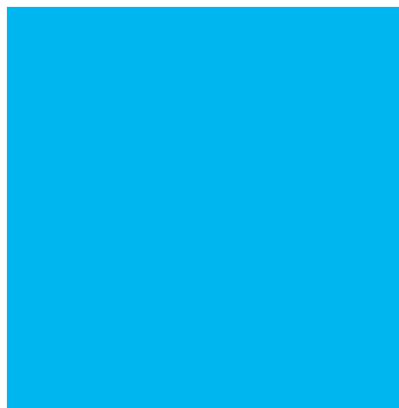
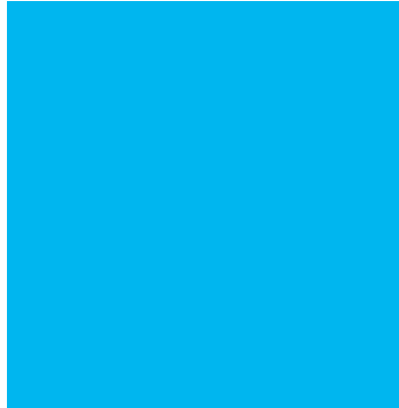


Effective Communication, Advocacy and Community Partnerships

Engage in mutually beneficial partnerships, communicate with clarity and purpose, and conduct constructive advocacy with Federal, State and local stakeholders.

- **Community Relations:** Promote and sustain timely and effective two-way communication between EMWD and the communities it serves and continue to be a trusted resource for stakeholders on all water, wastewater and recycled water issues.
- **Education:** Maintain a comprehensive education program that promotes 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 and effective Federal, State and local advocacy representation program to effectively influence legislation, regulation and funding 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 utilizing a diverse portfolio of outreach techniques.
- **Partnerships:** Position EMWD to respond to interagency consolidation opportunities or partnerships that are mutually beneficial, promote improved service to the community, and are implemented in a timely and orderly fashion.
- **Academic Resources:** Develop enhanced working relationships with University of California, Riverside, and other academic institutions to assist with employee development, technical and research expertise, and community issues.





2270 Trumble Road, Perris, CA | emwd.org | 951.928.3777

