



**ELSINORE  
VALLEY**

---

MUNICIPAL WATER DISTRICT

# **Strategic Plan 2021-2026**

August 2021



**Rainforest**  
STRATEGIES

# EVMWD - Strategy Map

## About this map:

Each block represents an objective that EVMWD works to achieve every day. The bottom row of objectives improve our District Capabilities. These enable the next layer up, our Operating Processes. Those, in turn, produce Financial and Service results, and finally Stakeholder and Stewardship outcomes.

## Doing a good job:

EVMWD's Board and Staff are working hard to achieve these objectives. There is a direct linkage between getting results on the objectives and expressing the District's mission. The objectives each have measures of success and targeted initiatives so progress toward the District's vision is intentional and performance can be tracked.

### MISSION

The EVMWD team delivers total water management that powers the health and vibrancy of its communities so life can flourish.

### VISION

EVMWD will become... Southern California's most Innovative, diverse and trusted public utility partner.

All objectives contribute to expressing the Mission & Achieve the Vision.

Stakeholders & Stewardship

**S1**  
Build Recognized Value

**S2** Expand Collaboration, Innovation & Relationships

**S3** Protect Public Health & Environmental Resources

Finance & Service

**SF1** Maintain Financial Strength & Resiliency

**SF2** Provide Excellent & Effective Customer Service

Operating Processes

**OP1** Optimize & Diversify Water Sourcing

**OP2** Maintain & Upgrade Technology

**OP3** Maintain & Upgrade Infrastructure

District Capabilities

**C1** Elevate Communications

**C2** Improve Organizational Skills & Innovation Culture

**C3** Hire, Develop & Retain Skilled Personnel

**C4** Strengthen District Security

## EVMWD VALUES:

- Professionalism
- Enthusiasm
- Integrity
- Inclusiveness
- Stewardship

# C1. District Capabilities: ELEVATE COMMUNICATIONS

**Objective:** Further the District’s mission, vision, objectives and brand values through elevated communications.

- Measures:**
- Great **Internal** communicators and influencers generate...
    - Improvement in staff, management and Board morale, as demonstrated through increased satisfaction ratings on employee engagement surveys, turnover reduction, and industry awards/recognition. Increase 20% from baseline.
  - Great **External** communicators and influencers generate...
    - 70% or more satisfaction and brand recognition in external surveys and industry awards/recognition. Increase 20% from baseline.

Initiatives	Target Date	Responsible Group
<p><b>Brand:</b></p> <ul style="list-style-type: none"> <li>• Finalize the brand/positioning/image update initiative with contemporary graphics. <b>COMPLETED 06/2023</b></li> <li>• Flow brand changes across internal and external facing items, surfaces, documents, etc. Use programmed timeline. <b>IN PROGRESS</b></li> <li>• Perform annual employee and customer branding and satisfaction surveys. <b>COMPLETED INITIAL SURVEY 2022. ANNUALLY AFTER IMPLEMENTATION</b></li> </ul>	<ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> Jun 2023</li> <li><input type="checkbox"/> Apr 2024</li> <li><input type="checkbox"/> Jul 2024</li> </ul>	<p>Board of Directors (Board Champion – Director Burke); Executive Mgmt.; All</p> <p>Community Affairs</p>
<p><b>Marketing Communications Update:</b></p> <ul style="list-style-type: none"> <li>• Update District Style Guide reflecting the brand update. Align the website, quarterly Waterlogs, bill inserts, and social media posts to the updated brand/style guide. <b>COMPLETED 06/2023</b></li> <li>• Update all instances where mission, vision, values, and objectives appear. Note how mission, vision, and strategic direction changes target audiences. <b>IN PROGRESS</b></li> </ul>	<ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> Jun 2023</li> <li><input type="checkbox"/> Apr 2024</li> </ul>	<p>Community Affairs</p>
<p><b>Social Media:</b></p> <p>Refresh social media plan, leveraging the brand and District descriptor updates. Consistent with today’s stakeholder expectations for online communication, proactively master social media as needed. <b>COMPLETED INITIAL OCT 2022 &amp; ONGOING</b></p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Ongoing</li> </ul>	<p>Community Affairs</p>
<p><b>Interpersonal Communication &amp; Influence:</b></p> <p>Plan staff and Board training to improve general communication and influence skills promoting collaboration, innovation, advocacy, legislation, negotiations, etc.</p> <ul style="list-style-type: none"> <li>• Proactively highlight employee accomplishments. <b>COMPLETED ANNUALLY &amp; ONGOING</b></li> <li>• Clearly communicate the annual employee engagement survey purpose, results, and action items. <b>COMPLETED ANNUALLY</b></li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Ongoing</li> </ul>	<p>Board of Directors (Board Champion – Director Morris); Executive Mgmt.; HR; Community Affairs</p>
<p><b>Transparency:</b></p> <p>Building upon current efforts and branding study, improve level of board packets, website, outreach and public information, etc. <b>COMPLETED &amp; ONGOING</b></p>	<ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> Dec 2021</li> <li><input type="checkbox"/> Ongoing</li> </ul>	<p>Executive Mgmt.; Administrative Services; Business Services; Engineering; Operations</p>

## C2. District Capabilities: IMPROVE ORGANIZATIONAL SKILLS & INNOVATION CULTURE

**Objective:** Build and refresh Board and District skills and knowledge. Ensure consistently effective leadership, wise decision-making, and anticipatory innovation.

**Measures:** We will know we are successful when...

- Strategic plans are completed/executed/reviewed periodically and revised as appropriate.
- Programs, policies and objectives demonstrate a proactive versus reactive culture and mindset using the Rainforest Scorecard metrics; 20% increase from baseline.

Initiatives	Target Date	Responsible Group
<p><b>Strategic Planning (ADOPTED 09/2021):</b> Annual review and regular progress check-ins for course correction. Maintain coherent strategic, operational, and brand direction; manage to priorities; lead implementation; disciplined, collaborative updates. <b>COMPLETED QUARTERLY REVIEWS (1/22, 11/22, 2/23, 5/23, 8/23, 12/23) &amp; ONGOING</b></p>	<p><input checked="" type="checkbox"/> Sep 2021</p> <p><input type="checkbox"/> Quarterly Review</p>	Board of Directors (Board Champion – Director Burke); Executive Mgmt.
<p><b>Board Skills Onboarding &amp; Refresher Training:</b></p> <ul style="list-style-type: none"> <li>• Develop and implement regular industry standards/benchmarks training to assist Board productivity, legislative advocacy, Board governance &amp; operating basics. <b>COMPLETED SEMI-ANNUAL REVIEW (12/22, 5/23, 11/23) &amp; ONGOING</b></li> <li>• Conduct CSDA Governance Training <b>COMPLETED 10/23</b></li> </ul>	<p><input type="checkbox"/> Semi-Annual Review/Refresh</p> <p><input checked="" type="checkbox"/> Oct 2023</p>	Board of Directors (Board Champion – Director Morris); General Manager; Administrative Services; Legal
<p><b>Industry &amp; Situational Awareness (PESTEL, SWOTT):</b> Develop/refresh situational awareness for water industry and larger trends (innovation economy, environmental and public health topics, climate realities, social changes influencing customers and employees, security topics).</p>	<p><input type="checkbox"/> Feb 2024 - Initial</p> <p><input type="checkbox"/> Annual update every Feb</p>	Board of Directors (Board Champion – Director Ferguson); Executive Mgmt.
<p><b>Culture that Balances Innovation &amp; Excellence:</b> Board and management champion frameworks, policies, and role models. Develop policies and programs that promote innovation. Rainforest Scorecard framework.</p> <ul style="list-style-type: none"> <li>• Create employee Innovation Reward Program.</li> </ul>	<p><input type="checkbox"/> May 2024</p> <p><input type="checkbox"/> Annual review</p> <p><input type="checkbox"/> May 2024</p>	Board of Directors (Board Champion – Director Ryan); Supervisory Staff
<p><b>Supervisory &amp; Management Training:</b> Employee cross-training and management development programs, keep skills and knowledge current, and build focus on culture of innovation and effective change management. <b>IMPLEMENTED LEADERSHIP DEVELOPMENT PROGRAM &amp; ONGOING</b></p>	<p><input checked="" type="checkbox"/> Dec 2022</p> <p><input type="checkbox"/> Annual review</p>	HR; Supervisory and Mgmt. Staff
<p><b>Collaborative Relationships inside District:</b> Select an innovation culture assessment and framework to measure collaboration and innovation conditions; periodically reassess and track Staff, Management, and Board improvements.</p>	<p><input type="checkbox"/> May 2024</p> <p><input type="checkbox"/> Annual Review</p>	General Manager; Executive Mgmt.; HR

## C3. District Capabilities: HIRE, DEVELOP & RETAIN SKILLED PERSONNEL

**Objective:** Attract, hire, develop, and retain a diverse and highly skilled workforce.

**Measures:** We will know we are successful when...

- A high number of diverse, qualified candidates apply for open positions.
- Employee retention rates continuously improve, and internal promotion rate is higher than benchmarks.
- Compensation/Benefits packages are competitive, and program offerings attract the next generation of employees.

Initiatives	Target Date	Responsible Group
<b>Leadership Training &amp; Development Programs:</b> <ul style="list-style-type: none"> <li>• Staff training programs promoting succession planning/increase promotion readiness. <b>IMPLEMENTED 2022 &amp; ONGOING</b></li> <li>• Incorporate time management training to existing development programs.</li> <li>• Leadership programs designed to develop current and future leaders' skills. <b>COMPLETED &amp; ONGOING REFRESH</b></li> </ul>	<ul style="list-style-type: none"> <li>✓ Dec 2022 implemented</li> <li><input type="checkbox"/> Ongoing</li> </ul>	Exec. Staff (General Manager)
<b>Develop and expand a workforce development plan.</b> <b>IMPLEMENTED 2022 &amp; ONGOING</b> <ul style="list-style-type: none"> <li><input type="checkbox"/> MSJC Program</li> <li><input type="checkbox"/> Veteran's Program</li> </ul>	<ul style="list-style-type: none"> <li>✓ Dec 2022</li> <li><input type="checkbox"/> Annual review</li> <li><input type="checkbox"/> Jun 2025</li> <li><input type="checkbox"/> May 2024</li> </ul>	Exec. Mgmt.; HR; Community Affairs; Supervisory Staff in Applicable Depts.
<b>Develop Succession Planning &amp; Knowledge Transfer processes:</b> <ul style="list-style-type: none"> <li>• Development of SOP for each Dept. regular activities.</li> <li>• Defined cross training and knowledge sharing programs.</li> <li>• Improved technology utilization for knowledge share/institutional knowledge capture.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Aug 2024</li> <li><input type="checkbox"/> Annual Review</li> </ul>	HR Lead; All departments
<b>Organizational Development Programming:</b> <ul style="list-style-type: none"> <li>• Training and education utilization - Capitalize on training, provide implementation methods, and foster the skills learned and tools obtained.</li> <li>• Enhanced DISC training programs.</li> <li>• Implement improved performance evaluation program, focusing on employee development.</li> </ul>	<ul style="list-style-type: none"> <li>✓ 2022</li> <li><input type="checkbox"/> Semi-annual review/refresh</li> </ul>	HR; IT; Exec. Mgmt.; All Supervisory Staff; Enlightened Bite
<b>Conduct team building exercises at two levels:</b> <ul style="list-style-type: none"> <li>• Executive Mgmt.; Managers; Supervisors</li> <li>• Board of Directors; Executive Mgmt.</li> </ul> <b>COMPLETED &amp; ONGOING</b>	<ul style="list-style-type: none"> <li>✓ 2022</li> <li>✓ 2023</li> <li><input type="checkbox"/> Semi-annual</li> </ul>	Exec. Mgmt.; Managers; Supervisors; Board of Directors (Board Champion - Director Morris)
<b>Conduct Organizational Assessment/Study for efficiencies.</b> <b>COMPLETED</b>	<ul style="list-style-type: none"> <li>✓ Jul 2022</li> <li><input type="checkbox"/> Every 5 years</li> </ul>	General Manager; HR
<b>Review and enhance existing compensation plan to attract and retain highest caliber of employee.</b> <b>COMPLETED</b>	<ul style="list-style-type: none"> <li>✓ Jul 2022</li> <li><input type="checkbox"/> Every 5 years</li> </ul>	HR; General Manager; Legal; Bargaining Unit Rep
<b>Develop and implement a Mentor/ Volunteer Program.</b>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Develop 02/24</li> <li><input type="checkbox"/> Launch 06/24</li> </ul>	HR

## C4. District Capabilities: STRENGTHEN DISTRICT SECURITY

**Objective:** Strengthen District facilities security and physical assets; District information systems and technology controls; and improve water resources protections.

**Measures:** We will know we are successful when...

- Meet or exceed industry standards, regulations, and best practices.

Initiatives	Target Date	Responsible Group
<p>Review and enhance IT/Controls Security plan that meets or exceeds industry standards, regulations, and best practices.</p> <ul style="list-style-type: none"> <li>• Evaluate application of Internet of Things (IoT) to District applications and usage.</li> <li>• IT Master Plan - <b>COMPLETED</b></li> <li>• Disaster Recovery Plan Update - <b>COMPLETED</b></li> <li>• SCADA Master Plan - <b>COMPLETED</b></li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Ongoing</li> <li>✓ Nov 2022</li> <li>✓ Jul 2023</li> <li>✓ Aug 2023</li> </ul>	IT; Operations
<p>Review and enhance Water Resources &amp; Facilities Security plan that meets or exceeds industry standards, regulations, and best practices.</p> <ul style="list-style-type: none"> <li>• Update existing Water Infrastructure RRA</li> <li>• Update existing ERP</li> <li>• Initiate WW/RW Infrastructure RRA - <b>COMPLETED</b></li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Apr 2025</li> <li><input type="checkbox"/> Sep 2025</li> <li>✓ June 2022</li> </ul>	Water Resources; Engineering; Operations; IT; HR/Safety
<p><b>Collaboration for Security:</b> Engage other agencies and jurisdictions to access and share threat identification information, potentials for collaborative response and recovery. Engage community stakeholders and customers to enroll local support for District security. <b>ONGOING</b></p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Periodic review &amp; report out by stakeholders</li> </ul>	Facilities; IT, HR/Safety; Operations; Community Affairs
<p>Implement Cybersecurity Network Intrusion Detection system NID for Business, SCADA and DCS networks. <b>COMPLETED</b></p>	<ul style="list-style-type: none"> <li>✓ May 2023</li> </ul>	IT (Board Champions – Director Morris & Director Edmondson)

# OP1. Operating Process: OPTIMIZE & DIVERSIFY WATER SOURCING

**Objective:** Proactively optimize and diversify water sources to meet increasing quality standards and greater demand.

**Measures:** We will know we are successful when...

- Develop and implement plans that focus the District’s efforts on meeting “One Water” by 2050.

Initiatives	Target Date	Responsible Group
<p><b>Update the Integrated Resources Plan</b> addressing long-term water supply, water quality, and climate challenges.</p> <ul style="list-style-type: none"> <li>• Develop Climate Adaptation Management Plan</li> </ul>	<p>✓ Dec 2023</p> <p>☐ Jul 2024</p>	Engineering; Operations
<p><b>Develop a comprehensive groundwater treatment strategy</b> as part of the Water Master Plan Update.</p>	☐ Jul 2024	Engineering; Operations
<p><b>Implement Groundwater Sustainability Plans (GSP)</b> for our local groundwater basins (Elsinore Valley (Elsinore, Warm Springs, and Lee Lake) and Bedford/Coldwater sub-basins) as requested by Sustainability Groundwater Management Act (SGMA) fostering long sustainable Groundwater resources use.</p> <ul style="list-style-type: none"> <li>• Annual updates – <b>COMPLETED 2023</b></li> <li>• 5-year updates</li> </ul>	<p>✓ Dec 2021</p> <p>☐ Apr 2025</p> <p>☐ Apr 2026</p>	Water Resources
<p><b>Optimize existing assets use to decrease imported water dependence.</b></p>	☐ 2030	Engineering; Operations; Water Resources
<p><b>Explore purchasing additional groundwater or surface water rights.</b></p>	☐ 2030	Assistant General Manager-Engineering & Operations
<p><b>Develop a regional coalition to explore the Inland Empire area desalination feasibility.</b></p> <ul style="list-style-type: none"> <li>• Entered MOU with EMWD, WMWD, and RCWD for Feasibility Study for the Southwest Riverside County Water Alliance’s Regional Resiliency Projects <b>COMPLETED</b></li> </ul>	<p>☐ 2030</p> <p>✓ Aug 2023</p>	Assistant General Manager-Engineering & Operations



## OP2. Operating Process: MAINTAIN & UPGRADE TECHNOLOGY

**Objective:** Proactively maintain and upgrade technology, meeting District operational needs.

**Measures:** We will know we are successful when...

- Maintain 99% system uptime.

Initiatives	Target Date	Responsible Group
<p>Update District software and hardware matrix and review version, utilization level, cost, and alternatives.</p> <p><b>COMPLETED &amp; ONGOING</b></p>	<p><input checked="" type="checkbox"/> Nov 2022</p> <p><input type="checkbox"/> Annual Review</p>	IT, All Departments
<p>Implement Software Applications, improving existing business processes:</p> <ul style="list-style-type: none"> <li>• GHR <ul style="list-style-type: none"> <li>• Transition Management <ul style="list-style-type: none"> <li>• Preboarding/Onboarding – <b>COMPLETED (8/22)</b></li> <li>• Crossboarding/offboarding (12/23)</li> </ul> </li> <li>• Performance (improvements reactivated) – <b>COMPLETED (7/23)</b></li> <li>• Learning &amp; Development (6/24)</li> </ul> </li> <li>• Permit Tracking <ul style="list-style-type: none"> <li>• Soft go live and training (9/23) – <b>COMPLETED</b></li> <li>• Hard go live (2/24)</li> </ul> </li> <li>• AMI/AquaHawk (water loss) – <b>COMPLETED</b></li> </ul>	<p><input type="checkbox"/> Dec 2023</p> <p><input type="checkbox"/> Feb 2024</p> <p><input checked="" type="checkbox"/> Oct 2022</p>	<p>HR; IT</p> <p>Engineering; IT</p> <p>Operations; Engineering; IT</p>
<p>Institute Asset Management Program</p> <ul style="list-style-type: none"> <li>• Enterprise Asset Management (EAMS)</li> <li>• Decision Support System (DSS)</li> </ul>	<p><input type="checkbox"/> Jan 2024</p> <p><input type="checkbox"/> Jun 2025</p>	Engineering; Operations; IT
<p>Explore or investigate implementing Artificial Intelligence (AI) opportunities for operations and efficiency.</p>	<p><input type="checkbox"/> 2024</p>	IT; Operations; Engineering; Assistant General Managers



## OP3. Operating Process: MAINTAIN & UPGRADE INFRASTRUCTURE

**Objective:** Proactively maintain and upgrade the District's infrastructure.

**Measures:** We will know we are successful when...

- Meet established KPIs for water, wastewater, and recycled water infrastructure.

Initiatives	Target Date	Responsible Group
Update water, sewer, and recycled water master plans.	<input type="checkbox"/> Feb 2024 <input type="checkbox"/> Every 5 years	Water Resources; Engineering
Deliver 80 percent of the planned 5-year CIP program. <b>COMPLETED</b> (budget cycle ending 2023) <ul style="list-style-type: none"> <li>• Match to budget</li> </ul>	<input checked="" type="checkbox"/> Jun 2023 <input type="checkbox"/> Biennial	Engineering; Operations; Water Resources
Implement a pipeline replacement program specifically focusing on fire, pressure, and age-based deficiencies. <b>IMPLEMENTED &amp; ONGOING</b>	<input checked="" type="checkbox"/> 2023 <input type="checkbox"/> Ongoing	Operations; Engineering
Continue meter testing and replacement program compliance.	<input type="checkbox"/> Ongoing	Operations; Water Resources; Customer Service
Explore Education Center for Community & Education Training	<input type="checkbox"/> Dec 2025	Community Affairs Supervisor

## SF1. Finance & Service: MAINTAIN FINANCIAL STRENGTH & RESILIENCY

**Objective:** Grow the revenues and assets sustainability and reliability.

**Measures:** We will know we are successful when...

- Maintain bond rating at or above AA.

Initiatives	Target Date	Responsible Group
Update Long-Range Financial Plan including risk analysis while anticipating increasing uncertainties. <b>COMPLETED</b> (for FY 24 & FY 25 budget)	<input checked="" type="checkbox"/> 2023 <input type="checkbox"/> Every budget cycle	Business Services
Perform rate studies. <b>COMPLETED</b> (for FY 24 & FY 25 budget)	<input checked="" type="checkbox"/> 2023 <input type="checkbox"/> Every budget cycle	Business Services
Investigate alternative rate setting models.  If a methodology selection is made, staff will begin messaging the change with an anticipated implementation date of July 1, 2025.	<input type="checkbox"/> Jul 2024  <input type="checkbox"/> Jul 2025	Business Services; Strategic Programs; Executive Management
Explore alternative revenue, cost savings, services and internal efficiencies. <b>COMPLETED &amp; ONGOING</b>	<input checked="" type="checkbox"/> Jun 2023 <input type="checkbox"/> Ongoing	Business Services; Engineering; Operations
Implement grant strategic funding plan. <b>IMPLEMENTED &amp; ONGOING</b>	<input checked="" type="checkbox"/> Dec 2022 <input type="checkbox"/> Ongoing	Grants; Engineering

## SF2. Finance & Service: PROVIDE EXCELLENT & EFFECTIVE CUSTOMER SERVICE

**Objective:** Build customer trust and credibility.

**Measures:** We will know we are successful when...

- Hit targets (70% or better satisfied/neutral) in customer-based surveys and polling.

Initiatives	Target Date	Responsible Group
Customer Service / Employee Ambassadorship Training. <b>IMPLEMENTED &amp; ONGOING</b>	<input checked="" type="checkbox"/> 2022 <input type="checkbox"/> Annually	HR; Executive Staff
Promote and encourage community program involvement. <b>IMPLEMENTED &amp; ONGOING</b>	<input checked="" type="checkbox"/> Jun 2023 <input type="checkbox"/> Ongoing	Community Affairs; Operations; HR; Customer Service
Survey customers after staff interactions and community events. <b>IMPLEMENTED &amp; ONGOING</b>	<input checked="" type="checkbox"/> Dec 2021 <input checked="" type="checkbox"/> Dec 2022 <input type="checkbox"/> Ongoing	Community Affairs; IT
Increase technology use to assist customer interaction and engagement. <b>IMPLEMENTED &amp; ONGOING</b>	<input type="checkbox"/> Ongoing	Operations; IT; Customer Service; Engineering
<b>Improve Purchasing Procedures and Response</b> <ul style="list-style-type: none"> <li>• Review and update Inventory Warehouse processing (re-order points, material returns, obsolete items).</li> <li>• Consider new technology improvements to increase change of custody and inventory controls.</li> </ul>	<input type="checkbox"/> Ongoing	Purchasing

# S1. Stakeholders & Stewardship: BUILD RECOGNIZED VALUE

**Objective:** Leverage a coherent brand and deploy communications best practices, building recognized value among external stakeholders.

**Measures:** We will know we are successful when...

- Hit targets (70% or better satisfied/neutral) in customer-based surveys and polling.

Initiatives	Target Date	Responsible Group
<p><b>District Value Scoreboard:</b> Understand best practices then assemble a surveys suite, engagement tools, and program calendar, regularly assessing customer and stakeholder value perceptions. Combine with call data, social media observations, and other information to make a “District Value Scoreboard”, tracking communications, brand, staff behaviors, rates effectiveness etc., toward hitting value targets.</p>	<p><input type="checkbox"/> Jul 2024</p> <p>Scoreboard revisited/ reviewed annually for possible updates</p>	Assistant General Managers (Business Services; Engineering/Ops)
<p><b>Transparent Scoreboard Reporting:</b> Develop meaningful content and publish relevant materials. Engage customers/stakeholders regarding the District’s project spending and District Value Scoreboard results (how the community values us). Understand the investment’s value and how customers benefit. The Value Scoreboard confirms the rates value is perceived.</p>	<p><input type="checkbox"/> Jul 2024</p> <p><input type="checkbox"/> Biennial</p>	Community Affairs; Finance; Administrative Services
<p>Become subject matter experts, industry event presenters, and industry publication contributors. <a href="#">See Appendix for full list.</a></p>	<p><input type="checkbox"/> Annually</p>	All Departments
<p>Develop local business engagement outreach program. <b>IMPLEMENTED &amp; ONGOING</b></p>	<p><input type="checkbox"/> Ongoing</p>	Purchasing; Operations; Engineering; Community Affairs

## S2. Stakeholders & Stewardship: EXPAND COLLABORATION, INNOVATION & RELATIONSHIPS

**Objective:** Collaborate, innovate, and expand outside relationships.

- Measures:** We will know we are successful when...
- We have influenced outside entities that promote district policies or initiatives.
  - Generate the District’s mission and vision support among government, community, and business leaders.

Initiatives	Target Date	Responsible Group
<p><b>Collaborative Relationships with Peers, regional organizations and other industry agencies:</b> Identify and join/create multi-agency collaborations. <a href="#">See Appendix for full list.</a></p> <ul style="list-style-type: none"> <li>• Provide local and regional public officials and community/opinion leaders with a clear and comprehensive explanation of water, wastewater, and water resource management issues</li> </ul>	<input type="checkbox"/> Quarterly	Executive Staff; (all departments involved); Government Relations
<p><b>Collaborative Relationships with Federal and State Legislators and Regulators:</b></p> <ul style="list-style-type: none"> <li>• Identify and participate in innovation opportunities with and influence legislators, regulators, policymakers, and other officials.</li> </ul>	<input type="checkbox"/> Monthly reporting	Board of Directors (Board Champion – Director Ferguson and all); General Manager; Executive Mgmt.; Government Relations
<p><b>Participate and advocate in a broad range of water, wastewater, and water resource policy and regulatory issues with other agencies, industry organizations, and regional stakeholders.</b></p>	<input type="checkbox"/> Ongoing	Board of Directors (Board Champions – Director Edmondson and Director Ferguson); Executive Mgmt.
<p><b>Elevate the District as an advocacy leader for water, wastewater, and water resource management issues</b> through participation in national, statewide and regional associations. <a href="#">See Appendix for full list.</a></p>	<input type="checkbox"/> Ongoing	Board of Directors (Board Champions – Director Edmondson and Director Ferguson); Executive Mgmt.

## S3. Stakeholders & Stewardship: PROTECT PUBLIC HEALTH & ENVIRONMENTAL RESOURCES

**Objective:** Protect and enhance public health and environmental resources.

**Measures:** We will know we are successful when...

- Meet or exceed public health regulations.
- Reduce carbon footprint five percent by 2030.

Initiatives	Target Date	Responsible Group
Anticipate new regulations.	<input type="checkbox"/> Ongoing	Water Resources; Engineering; Operations
<b>Stakeholder Engagement:</b> Educate the public about providing safe and reliable drinking water District initiatives. Promote and encourage District Water use vs Bottled Water.	<input type="checkbox"/> Ongoing	Water Resources; Engineering; Community Affairs; Operations
Evaluate climate and weather patterns and long-term impacts across EVMWD's assets and services.	<input type="checkbox"/> 2025	Assistant General Manager-Engineering & Operations
Develop EVMWD's carbon footprint reduction plan considering social trends and anticipated State- and Federal-level regulations.	<input type="checkbox"/> 2025	Executive Mgmt.

## APPENDIX

(as of 12/07/2023)

### S1. STAKEHOLDERS & STEWARDSHIP: BUILD RECOGNIZED VALUE

#### ***Become subject matter experts, industry event presenters, and industry publication contributors.***

- Bob Hartwig participated in creating a webinar presentation for GFOA about disaster recovery (12/23).
- Ruben Murillo and Christina Henry presented at the ACWA/CAPIO webinar titled "Unlock the Secrets of Successful Communication: Great Ideas to Try in 2024". They highlighted The SCUUP Podcast (12/23).
- Haley Munson presented at the ACWA conference as a finalist in the Huell Hauser Excellence in Communications Award. She discussed the in-house HOA Toolkit (11/23).
- Director Burke presented at the OC Water Summit about "Drought or Missed Opportunities?" (10/23).
- GM Thomas and Assistant GM Krishnamurthy presented at CA-NV AWWA Fall Conference about "Navigating the Risks of Climate Change, Emerging Contaminants, and Regulatory Challenges (10/23).
- Bob Hartwig worked with GFOA's Small Government Forum to develop a webinar titled Business Preparedness and Continuity (10/23).
- Vanessa Hinger (CIP Engineering) presented the District's CIP program at the CMAA San Diego Chapter (5/23).
- Staff made several presentations at the Annual CAPIO Conference (Flip the Flop – Turning Failures into Success, Successful Government Podcasts, and Communication Veterans/Experts (5/23).
- Ryan Johnson and Darryn Flexman presented at the Aclara Conference on Leveraging AMI Data to Analyze DMA's (District Metered Areas) (4/23).
- Mike Ali and consultant presented the PFAS Pilot Study for Canyon Lake WTP at the CA-NV AWWA Spring Conference (4/23).
- Vanessa Hinger (CIP Engineering) spoke to an Environmental Law class at Cal State Long Beach about what it's like to work in a public agency from a sewer and water perspective (2/23).
- Director Burke and Greg Thomas presented "Who is Beating the Drum; Who is Listening?" at the Urban Water Institute Spring Conference (2/23).
- Nelson Nuezca and Mike Ali presented to the Titan Engineering class at Temescal High School on Engineering in the Water Industry (2/23).
- Andrea Kraft and PlanetBids presented e-procurement system benefits at the California Association of Public Procurement Officials (CAPPO) (1/23).



APPENDIX  
(as of 12/07/2023)

**S2. STAKEHOLDERS & STEWARDSHIP: EXPAND COLLABORATION, INNOVATION & RELATIONSHIPS**

***Collaborative Relationships with Peers, Regional Organizations, and Other Industry Agencies***

Several staff members actively participate:

- Inland Empire Chapter of WaterReuse (President)
- ACWA Groundwater Committee (member)
- ACWA Water Quality Committee (member)
- Santa Ana River Dischargers Association (SARDA) Committee (chair)
- Pretreatment, Pollution Prevention, and Stormwater (P3S) Committee (chair)
- Mt. San Jacinto College (MSJC) Vocational Advisory Board (members)
- Southwest Membrane Operator Association (SWMOA) Membrane Treatment Technical Committee (advisor)

Community Affairs staff is actively involved in the following organizations and committees:

Statewide:

- DWR Education Committee (member)
- Cal WEP (Water Efficiency Partnership) Committee (member)
- California Public Information Officials (members)

Metropolitan Water District:

- Education Coordinators Committee
- Water Use Efficiency Committee
- PIO Committee

Local:

- Lake Elsinore Valley Chamber of Commerce- Board of Directors
- Lake Elsinore Rotary Club (member)
- LESJWA Outreach Committee (member)
- Regional Agencies' Communications/ Water Efficiency/ Education Committees
- Public Relations Society of America, Inland Empire Chapter (member)

Other:

- STEM Public Utilities Learning Lab (Education) (member)
- Water Energy Education Alliance Roundtable (member)
- Alliance for Water Efficiency Education and Outreach Committee

## APPENDIX

(as of 12/07/2023)

Human Resources/Safety staff is actively involved in the following organizations and committees:

### Human Resources:

- Economic Development Coalition
- California Public Employees Labor Relations Association
- Inland Empire Public Managers Association for Human Resources
- Society for Human Resources Management
- ACWA/JPIA Human Resources Group
- IE Works
- CA-NV AWWA Veterans Committee
- Veteran Engagement & Transition Committee
- Infor Service Industries Customer Forum

### Safety:

- Southwest Group Partners (Riverside County Emergency Management Department)
- Water Utilities Safety Managers Association
- American Society of Safety Professionals
- Public Agency Risk Management Association
- California Water/Wastewater Agency Response Network (CalWARN)

### ***Elevate the District as an Advocacy Leader for Water, Wastewater, and Water Resource Management Issues***

The Board and executive staff actively participate, and advocate as follows:

- Director Burke
  - California-Nevada Section, AWWA Communications and Customer Relations Committee Vice Chair
  - Urban Water Institute Board member
  - United States Environmental Protection Agency (US EPA), Local Government Advisory Committee (LGAC) Member, Climate Workgroup Member
- Director Ferguson
  - Bedford Coldwater Groundwater Sustainability Authority (BCGSA) Board member
  - ACWA JPIA voting member for BCGSA
- Director Morris
  - Santa Rosa Regional Resources Authority (SRRRA) Board member
  - ACWA JPIA voting member for EVMWD, WESA, and SRRRA
  - ACWA JPIA California Water Insurance Fund (CWIF) Board Chair, representing the Santa Rosa Regional Resources Authority
  - LESJWA Board member
  - ERNIE Cybersecurity Workgroup member

## APPENDIX

*(as of 12/07/2023)*

- Director Ryan
  - ACWA Board member (2023)
  - ACWA Region 9 Chair (2022-2023), Board Member (2024-2025)
  - ACWA Federal Affairs Committee member
- Greg Thomas, General Manager
  - California-Nevada Section, AWWA Water Utility Council member-at-large
  - WateReuse California Board of Trustees
- Ganesh Krishnamurthy, Engineering and Operations AGM - ACWA Groundwater Committee
- Bob Hartwig, Business Services AGM - ACWA Finance Committee and GFOA Small Government Board
- Jase Warner, Operations Director - IE Works Apprenticeship Advisory Committee
- Erin Sasse, Government Relations Officer
  - CMUA Legislative and Regulatory Committee member
  - CASA State and Federal Legislative Committee member