

Western Municipal Water District

Strategic Priorities

2022-2025



Mission:

To provide water supply, wastewater and water resource management to the public in a safe, reliable, environmentally sensitive and financially responsible manner.

Vision:

To enhance Western Municipal Water District's leadership role by integrating the best-in-business processes and business systems while developing a leading-edge workforce that continuously creates greater efficiency and value for our customers.



At Western Municipal Water District (Western), we understand that it is imperative to continually adapt in an evolving world. During periods of uncertainty and continual change, long term planning will guide us. As we embark on this next three-year journey to focus on the efforts that will carry our organization forward, I am reminded of the primary goal of many water professionals. Traditionally, the focus has been to keep high quality water flowing. In this new climate, we must expand our priorities and envision a business model that pioneers a path toward drought resilience alongside sustained financial integrity. We must be proactive and evolve with changing environmental considerations and customer expectations.

Western remains dedicated to developing a comprehensive network to expand partnerships and provide regional leadership. Our goal is to drive solutions to bring stability and resources to the communities we serve. As we plan ahead and broaden our sphere of influence, we look to neighboring agencies to share in this united vision.

To our valued customers, you will see thoughtful, strategic planning to build this next set of goals—all with the aim of delivering exceptional, essential services. From creative, responsible resource management to enhancing the customer experience, to tools that fortify the public's trust, Western's overarching goal is resiliency through an uncertain climate so that we continue to meet your water needs now, and for future generations.

As we prepare for this next chapter, I would be remiss if I didn't tip our hats to the team who keeps this organization running and your water flowing. From a highly engaged Board of Directors to a committed team of professional employees, we set the bar high. This high standard is not possible without each team member. We truly value the Western team and commit to continuing to invest in their education, professional development, and wellness.

Western will use the 2022-2025 Strategic Priorities as a road map for our long-term aspirations. As one of my favorite coaches, John Wooden shared, "if we fail to adapt, we fail to move forward." We are encouraged by this reminder to remain flexible as we set the stage with these forward-thinking goals.

A handwritten signature in black ink that reads "Craig D. Miller". The signature is written in a cursive, flowing style.

Craig D. Miller
General Manager

01

RESOURCE MANAGEMENT

Maximizing Western's
resource portfolio



02

FINANCIAL STEWARDSHIP

Sustaining Western's
financial health



03

ELITE WORKFORCE

Growing workforce expertise

04

SUPERIOR SERVICE

Enriching customer experience

RESOURCE MANAGEMENT

Maximize Western's diversified, regulatory compliant, and cost-effective resource portfolio to ensure service reliability and resiliency for an expanding customer base

- 1 Implement a wholesale enterprise to optimize water supplies and infrastructure that benefits wholesale and retail customers
- 2 Collaborate with neighboring agencies to optimize regional resources
- 3 Save money, energy, and water through:
 - Exploring energy generation and storage opportunities
 - Maximizing technology
 - Optimizing operational efficiency
 - Incorporating energy management practices and design



- 4 Increase the beneficial use of recycled water
- 5 Create a water storage initiative to ensure Western can take advantage of surplus imported supplies, when available
- 6 Expand Geographic Information Systems (GIS) capabilities by advancing processes to support asset management and business needs





FINANCIAL

STEWARDSHIP

Sustain Western's financial health through cost-effective service, revenue resiliency, and prudent investment strategies

- 1** Pursue an upgrade of Standard & Poor's credit rating to AAA
- 2** Optimize the grant program to support prioritized projects
- 3** Continually evolve security measures to reduce cyber and physical risks

- 4 Modernize the business software system (Enterprise Resource Planning system)
- 5 Align Enterprise Asset Management efforts with an updated asset replacement reserve funding strategy
- 6 Maximize technology investments, reduce information silos, and leverage data for more effective decision making





ELITE

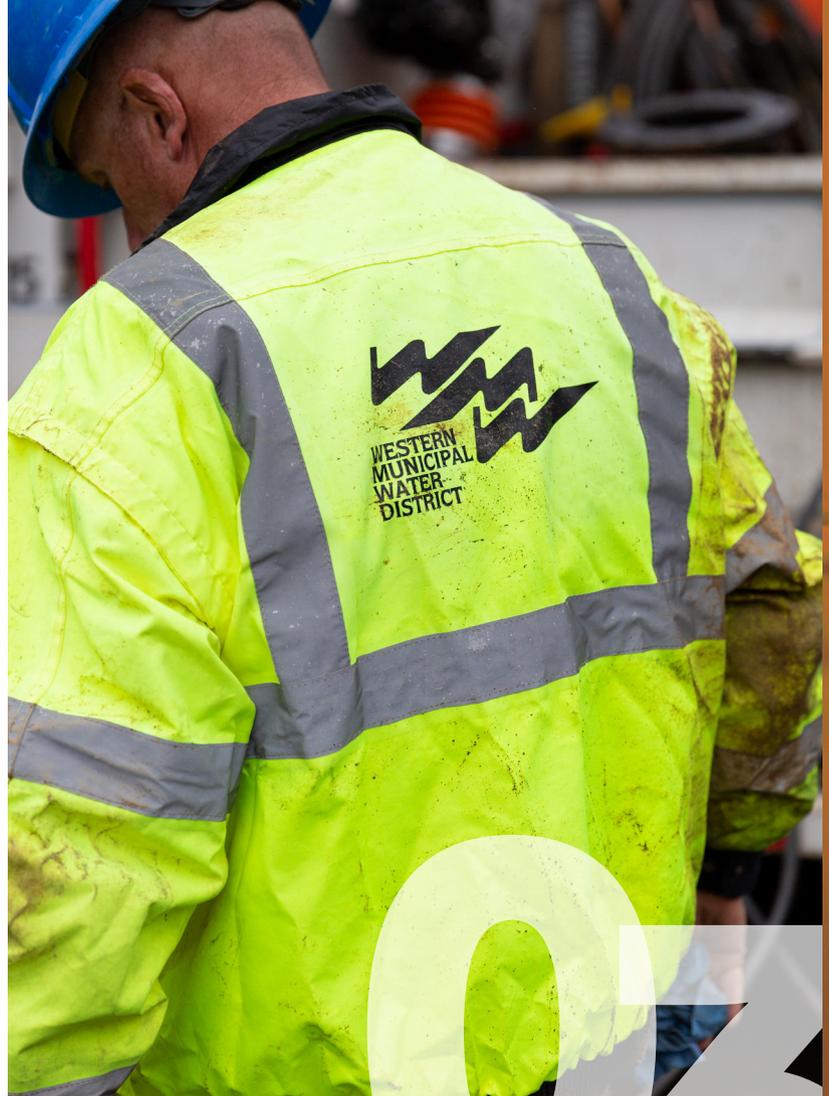
WORKFORCE

Grow workforce expertise and diversity



- 1** Raise the culture of accountability and encourage extreme ownership
- 2** Continue to invest in Western's employees to attract and retain a best-in-class team

- 3 Broaden leadership and technological training
- 4 Foster an inclusive, diverse culture
- 5 Cultivate future water professionals
- 6 Retain and build institutional knowledge
- 7 Support robust mentorship, cross training, and internship opportunities



SUPERIOR

SERVICE

Enrich the customer experience
by providing outstanding services

- 1** Create resources
to expand
customer trust
and enhance
awareness of
Western's service
value



- 2 Grow Western's robust culture of service:
 - Create a customer care team
 - Encourage positive customer engagement
 - Refine service protocols to streamline efficiency
- 3 Enhance the customer digital experience and expand customer support programs
- 4 Expand collaboration and increase communication with industry partners
- 5 Strengthen internal and external communications through continued implementation of the Strategic Communications Plan







Western's Values



Efficiency

Ensuring that our dedication to efficiency standards extends across Western and beyond water resources, providing guidance to all financial and operational decisions.



Water Supply Reliability

Securing a safe and stable water supply through diverse source strategies and innovative water resource management.



Fiscal Responsibility and Value

Ensuring the financial stability of Western and value to the customer through sound fiscal management and disciplined decision making.



Public Trust, Accountability and Transparency

Maintaining a standard of exceptional integrity, honor and respect through open communication and accessibility.



Environmental Stewardship

Promoting responsible and sustainable practices in water and other natural resources.



Employee Empowerment

Fostering an environment where organizational effectiveness is valued, mutual respect is paramount and employee support and development is fundamental to our core culture.



Innovation

Continuously seeking and introducing new ideas, services, and opportunities in all that we do. We thrive on our ability to find solutions and possibilities through the ingenuity and creativity of our team.



Western's Values





Mike Gardner
Division 1



Gracie Torres
Division 2



Brenda Dennstedt
Division 3



Laura Roughton
Division 4



Fauzia Rizvi
Division 5



STRATEGIC PRIORITIES TEAM

- Susie Aguilar
- Tim Barr
- Chris Fike
- Karl Francis
- Candi Judd
- Derek Kawaii
- Rod LeMond
- Sarah Macdonald
- Kevin Mascaro
- Craig Miller
- Gary Miller
- Michael Mouser
- Jason Pivovaroff
- Tony Pollak
- Paul Rugge
- Ryan Shaw

BOARD OF DIRECTORS





Strategic Priorities

2022 - 2025



Western Municipal Water District

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wmwd.com



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TO CONNECT AND LEARN MORE
ABOUT WESTERN AND HOW YOU
CAN BE WATER EFFICIENT

