



ROWLAND WATER DISTRICT

Strategic Plan

*To CREATE a dynamic, service-focused organization through
Collaboration, Resilience, Engagement, Accountability, Teamwork and Excellence.*



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ABOUT THE DISTRICT

Rowland Water District



13,800
CUSTOMER SERVICE
CONNECTIONS



1,650
FIRE HYDRANTS

18 MILES OF
RECYCLED WATER MAINS

MORE THAN
200 MILES OF
POTABLE WATER MAINS

Rowland Water District transports, maintains, and delivers water to close to 60,000 people in portions of the cities of Industry and West Covina, as well as in the unincorporated areas of Hacienda Heights, La Puente, and Rowland Heights. The District relies mostly on imported drinking water supplies and also receives local groundwater from the Main San Gabriel Groundwater Basin.

We have eight booster pump stations, consisting of 22 booster pumps pumping water to various elevations throughout our service area. We continue to provide our water users with unique opportunities to self-educate, and elevate their perceptions of the true value of water.

From Planning to Performance... AN AGENCY EVOLUTION IS UNDERWAY



To evolve means to change or develop gradually, and here at Rowland Water District, we want to affect change by shifting focus from planning to performance. Where better to start than with our next iteration of the agency's Strategic Plan, "Effective Action for Sustainable Progress."

Rowland Water District's evolution is a purposeful reinvigoration of our agency as we embrace a new theme in the new year of 2022: **C•R•E•A•T•E - Collaboration, Resilience, Engagement, Accountability, Teamwork, Excellence**. These values are propelling the staff, leadership team, and Board of Directors in our desire to provide the best possible water and service every day, all year long.

We would be remiss if we did not first pause to acknowledge the challenges we all - our agency, our partners, and you, our customers - have worked through over the last many months. Let's start with the reality of the current drought and the ongoing drought cycles fueled by climate change. Understanding and adjusting to the short- and long-term ramifications of drought and climate change locally, statewide, and throughout the western U.S. is what our agency is committed to as we fulfill our role of providing the highest level of service to our customers. And, we recognize and applaud our customers throughout our service territory - the cities of Industry and West Covina, as well as the

unincorporated areas of Hacienda Heights, La Puente, and Rowland Heights. They have continued to step up to the call of conserving water and adjusting lifestyles to be efficient with water always.

The impacts of COVID-19 also remain an ongoing trial for us all. At Rowland, we continue the work to assure our roughly 60,000 residents about the safety of the water served while helping our employees navigate the myriad of adjustments to work/home life and schedules.

In our Fourth Edition, led with a clear and holistic vision by our Board of Directors, we are jumping full force into our evolution as we set to achieve five precise strategic goals, one of which is becoming a drought-proof water provider. What does that effort look like? One of the tactics is to continue the relentless pursuit of new local water supplies to augment the imported water source. This will be accomplished by a recycled water expansion, treatment of a city well-head, and updating our water conservation plan.

Thank you for joining us in our exciting agency evolution structured by this Fourth Edition strategic framework. It is an honor to have the trust you place in the Rowland team as we tackle the everyday efforts and succeed in providing high-quality water and reliable service.



Tom Coleman, General Manager

C·R·E·A·T·E

C·COLLABORATION

Working together towards a common purpose

E·ENGAGEMENT

Building awareness and participation within our organization, our community and our industry

T·TEAMWORK

Connecting with each other to advance the organization

R·RESILIENCE

Adapting well in the face of adversity

A·ACCOUNTABILITY

Acting responsibly and with our customers in mind

E·EXCELLENCE

Providing the very best for our customers

At Rowland Water District, we **CREATE** an exceptional organization through our dedication to established values and best practices that sustain us through challenges and drive our success.





March 2022

— ROWLAND WATER DISTRICT —

Strategic Plan



EFFECTIVE ACTION FOR
SUSTAINABLE PROGRESS

— 4TH EDITION —

Strategic Goals



Communication Value

Maintaining exceptional standards through transparency, accountability and an open dialogue with customers



Organizational Development

Prioritizing an ongoing investment in our staff and Board of Directors



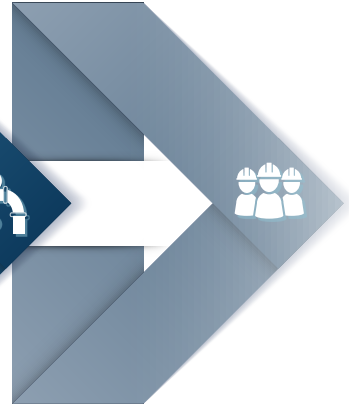
Water Supply Diversity

Becoming a drought-proof water provider



System Reliability & Upgrades

Ensuring each component of the system contributes to the long-term reliability of the overall operation, while developing enduring strategies that advance Rowland Water District's mission



Communication

MAINTAINING EXCEPTIONAL STANDARDS THROUGH TRANSPARENCY, ACCOUNTABILITY AND AN OPEN DIALOGUE WITH CUSTOMERS

- **Develop** new, modernized website to enhance user friendliness and information accessibility, updating it to reflect current District communication objectives
- **Expand** the Public Water Agencies Group Conservation and Education Team (CET) to advance current RWD education efforts
- **Communicate** beyond the customer base to elevate conversations and education about critical water matters, broadening the RWD's geographic reach
- **Gain** additional traction on conservation engagement to educate the public about drought impact, rebates, and water-saving initiatives



Value

DELIVERING DIRECT CUSTOMER BENEFIT IN ALL THAT WE DO WHILE PROVIDING PRUDENT STEWARDSHIP OF ALL FINANCIAL DECISIONS

- **Pursue** additional shared services to leverage economies of scale
- **Seek** and enhance regional collaboration opportunities to benefit area water supply and customers
- **Review** finance department policies and procedures to ensure accountability and fiscal responsibility
- **Pay off** outstanding Cal-PERS liabilities to position RWD in a place of future financial security



Organizational Development

PRIORITIZING AN ONGOING INVESTMENT IN OUR STAFF AND BOARD OF DIRECTORS

- **Complete** a comparative industry salary survey to evaluate District competitiveness and inform salary decisions
- **Expand** internship program and increase opportunities available to support industry employment growth and recruitment pool
- **Encourage** staff to participate in professional development opportunities to support employee goals and advance staff knowledge
- **Pursue** expansion of board development and training to bolster knowledge and support succession



Water Supply Diversity

BECOMING A DROUGHT-PROOF WATER PROVIDER

- **Continue** recycled water expansion to further diversify the RWD's water portfolio
- **Collaborate** on City of Industry wellhead treatment to eliminate contaminants and increase availability of a local supply
- **Update** water conservation plan to increase water-saving effectiveness and expand water supply by saving valuable drinking water
- **Identify** possible avenues to increase water supplies from California Domestic Water Company and La Habra Heights County Water District



System Reliability & Upgrades

ENSURING EACH COMPONENT OF THE SYSTEM CONTRIBUTES TO THE LONG-TERM RELIABILITY OF THE OVERALL OPERATION, WHILE DEVELOPING ENDURING STRATEGIES THAT ADVANCE ROWLAND WATER DISTRICT'S MISSION

- **Explore** innovative opportunities to further conservation and recycled water efforts, supporting long-term water reliability
- **Partner** with Puente Basin Water Agency on repair of the Old Baldy Well to meet current standards and support future demand
- **Identify** additional capital projects and system improvements to ensure system dependability and increase current project water yields
- **Cultivate** collaborative opportunities through more face-to-face connections and cutting-edge creativity

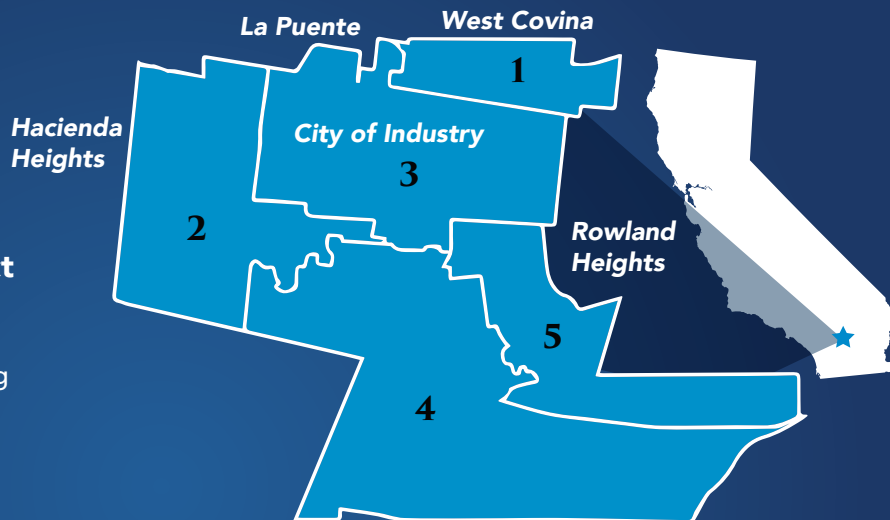


DISTRICT SERVICE AREA



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