

5TH EDITION | APRIL 2025



ROWLAND WATER DISTRICT

Strategic Plan

EFFECTIVE ACTION FOR
SUSTAINABLE PROGRESS



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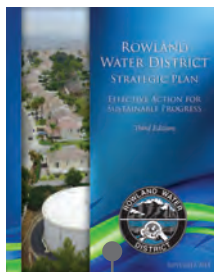
Strategic Plan *Evolution*



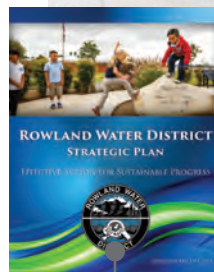
2025



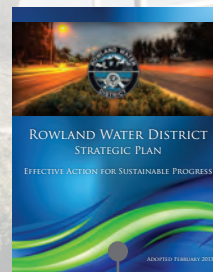
2022



2018



2015



2013



We are devoted to caring for
our neighbors and our future





Be warm, grateful, and fun



Be selfless, generous, and kind



Be creative, impactful, and unique

DISTRICT AT A GLANCE



Rowland Water District transports, maintains, and delivers water to close to 55,000 people.



The District relies mostly on imported drinking water supplies and also receives local groundwater from the Main San Gabriel Groundwater Basin.

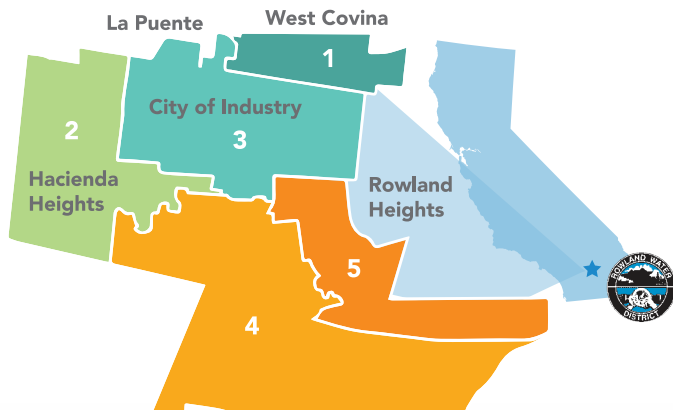


The District has eight booster pump stations, consisting of 22 booster pumps.



The District continues to provide our water users with unique opportunities to self-educate, and elevate their perceptions of the true value of water.

DISTRICT SERVICE AREA



Board of Directors

John E. Bellah
President
DIVISION III



Vanessa Hsu
Vice President
DIVISION I



Robert W. Lewis
DIVISION IV



Anthony J. Lima
DIVISION II



Szu Pei Lu-Yang
DIVISION V



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Strategic Plan

EFFECTIVE ACTION FOR
SUSTAINABLE PROGRESS





Celebrating Progress, Advancing the Future

Rowland Water District is proud to celebrate the Fifth Edition of our Strategic Plan, Effective Action for Sustainable Progress. Since 2012, we have been on a continuous journey of planning, performance, and innovation. Twelve years later, this milestone marks not just the continuation of our mission but a bold step forward in sustainability, service excellence, and infrastructure resilience. Each edition has refined our vision, strengthened operations, and positioned us as a leader in responsible water management.

Since our last strategic plan in 2022, we have made significant strides in system reliability and sustainability. As an integral partner in the Puente Basin Water Agency, we have advanced regional collaboration, including repairing the critical Old Baldy Well, identifying new water supply opportunities, and championing California's Conservation as a Way of Life commitment. We are also making major capital investments, such as the \$2.9 million rebuild of the Cuatro Booster Station, ensuring continued water supply dependability.

Financial stability and transparency remain at the forefront of our efforts. We have pursued shared service opportunities, optimized long-term debt management, secured an upgraded credit rating, and further strengthened the District's financial position through sound investment and fiscal responsibility.

To enhance customer engagement, we introduced an interactive online platform, allowing users to take virtual tours of their water's journey—from source to treatment—while learning how to conserve water at home. In 2024, we also published our first Annual Report, offering a detailed overview of the past year's

water supply and demand, key achievements from our community outreach efforts, and an update on District projects which will ensure a more resilient water supply for our residents.

Organizationally, we have embraced growth and leadership development through our work with Breaking the Chain Consulting. This initiative has challenged our Board of Directors and staff to deepen collaboration, expand our leadership capacity, and reinforce our collective commitment to service. We proudly reaffirm our mission, values, and purpose:

Our Mission & Values

Rooted in our core values—Welcoming, Humble, and Original—we are dedicated to delivering the highest level of service to our customers.

Our Purpose

We are devoted to caring for our neighbors and our future. This guiding principle shapes our work both locally and globally. Our staff actively participate in community programs, volunteering time and expertise to support those in need. Our customers have benefited from more than \$30,000 through Metropolitan Water District programs to support water conservation efforts in disadvantaged communities.

But our reach extends beyond our service area—we believe in the power of shared knowledge. During the historic wildfires earlier this year across Los Angeles County, we helped meet the urgent need with expertise and support. Last fall, our team traveled to the Philippines to support the Norzagaray Water District, sharing knowledge, exchanging best practices, and providing mentorship. This cross-agency partnership continues to thrive, as we welcomed the District's staff to our community in February and look forward to many more shared experiences in the future.

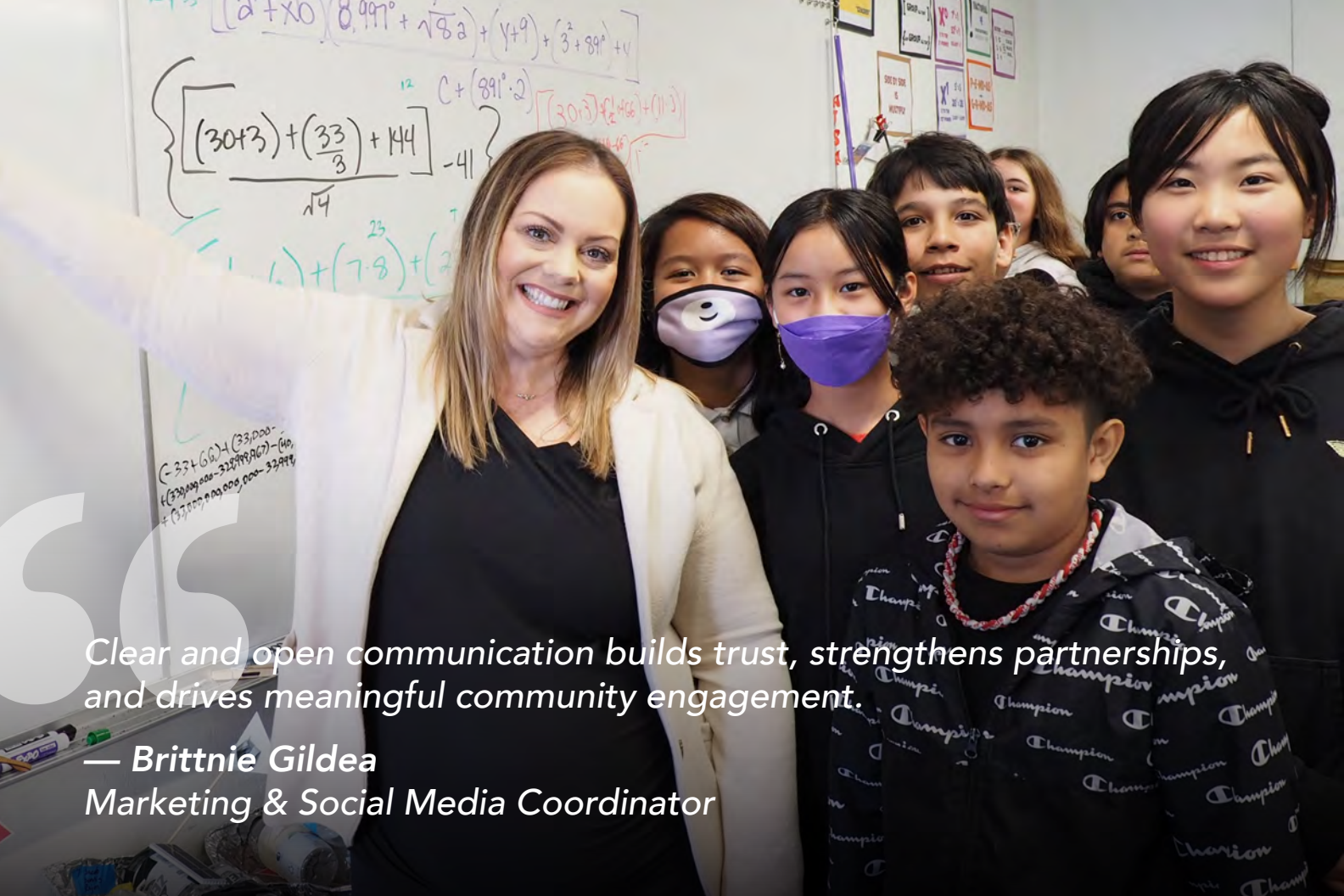
With this latest edition of our Strategic Plan, we reiterate our commitment to securing a drought-resilient future, enhancing operations, and deepening community engagement. Our strategic priorities lay out a clear path forward—one that balances smart growth, environmental stewardship, and long-term water supply reliability.

This plan is more than a roadmap—it is a promise to our customers and partners that we will continue to evolve, adapt, and lead. Thank you for your trust and support as we build a stronger, more resilient future—together.



Tom Coleman

Tom Coleman, General Manager



Clear and open communication builds trust, strengthens partnerships, and drives meaningful community engagement.

— **Brittnie Gildea**
Marketing & Social Media Coordinator

Communication

Enhance customer and stakeholder relationships

through transparent communication, customer-centered engagement, and inclusive outreach strategies that build collaboration and trust.

- Upgrade the District's website and digital engagement to improve user experience, enhance accessibility, and enable real-time information sharing.
- Develop a customer portal through MyWaterAdvisor.com to provide real-time water usage data, billing insights, and conservation resources.
- Expand community education and outreach by strengthening partnerships with the Public Water Agencies Group (PWAG) Conservation and Education Team (CET) to amplify water education initiatives and public awareness.
- Enhance multilingual communication and outreach by expanding customer communication in multiple languages through translated materials, multilingual digital content, and targeted community engagement.
- Boost conservation efforts in disadvantaged communities by increasing outreach and resources for water conservation through targeted education, financial assistance programs, and accessibility to rebates and water-saving tools.
- Advance and share new District values by emphasizing transparency, sustainability, innovation, and community service to align with customer expectations and regional water priorities.





Value

Maximize customer value through efficient service, strategic investments, and responsible financial stewardship, while fostering innovation and sustainability to ensure long-term community benefits.

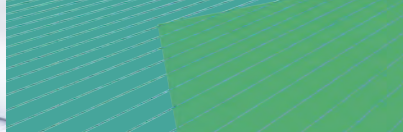
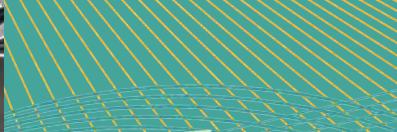
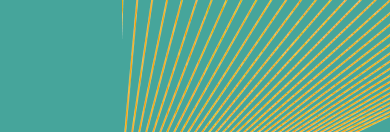
- Engage in joint projects with Pico Water District, California Domestic Water Company, City of Whittier, Walnut Valley Water District and Covina Valley Water Company to expand water conveyance and storage.
- Partner with the City of Industry, La Puente Valley County Water District and Walnut Valley Water District to leverage shared infrastructure for cost-effective treatment solutions.
- Advocate for state and federal funding opportunities to support regional supply projects and infrastructure investments.
- Develop a financially sustainable and transparent framework to support infrastructure investments, water reliability, and long-term affordability.
- Utilize the cost-sharing memorandum of understanding (MOU) among regional water agencies to leverage FEMA funding and minimize local financial burdens.

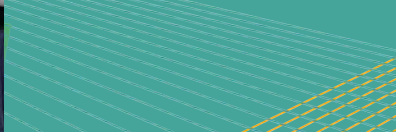
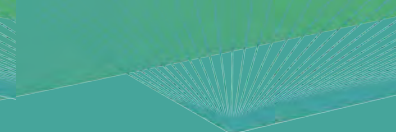
- Pursue state and federal grants for infrastructure modernization, water treatment advancements, and climate resilience projects.
- Implement cost-effective conservation measures, including smart water technology and efficiency programs, to reduce operational expenses and promote responsible water use.
- Enhance infrastructure resilience by implementing the Multi-Jurisdictional Local Hazard Mitigation Plan (PWAG Plan) with a \$187,500 FEMA grant, ensuring proactive hazard mitigation and compliance with FEMA guidelines.

Responsible financial stewardship ensures long-term sustainability and maximizes value for our ratepayers.

*— Myra Malner
Director of Finance*









Organizational Development

Cultivate a high-performing organization by continuously investing in staff development, enhancing board leadership, and promoting a culture of innovation, collaboration, and operational excellence.

- Conduct regular industry salary benchmarking to attract and retain top talent while fostering a high-performing workplace.
- Strengthen the internship program and establish mentorship opportunities to cultivate future industry professionals and expand the District's recruitment pipeline.
- Implement structured training, cross-functional skill-building, conferences and career advancement initiatives to enhance staff expertise and operational excellence.
- Create a leadership development initiative to equip emerging professionals with the skills, knowledge, and industry insights needed to take on future leadership roles within the water sector.
- Expand board leadership training, governance best practices, and succession planning to ensure a well-prepared, forward-thinking board that supports the District's long-term vision.

- Develop a comprehensive internal succession planning initiative to identify and cultivate future District leaders, ensuring continuity of expertise, institutional knowledge, and the organization's long-term organizational stability.
- Foster a culture of community engagement and service excellence by enhancing employee volunteer programs and customer outreach initiatives that align with the District's "Caring for Our Neighbors" purpose statement, ensuring staff are empowered to build strong relationships and provide exceptional support to the communities they serve.

Investing in our team ensures a future of innovation, leadership, and excellence in service.

— Gabriela Palomares
Executive Services Manager





Water Supply Diversity

Secure a reliable and drought-resistant water supply by implementing a diverse, sustainable, and strategically managed approach to resource management, while leveraging innovative technologies and regional partnerships.

- Increase groundwater supply and pumping capacity by implementing projects such as the Six Basins Groundwater Project – Phase 3 to expand groundwater pumping and storage capabilities.
- Strengthen regional partnerships and water agreements by collaborating with local water agencies to secure additional groundwater rights, and maximize water-sharing agreements.
- Enhance water treatment and quality protection by supporting the development of new treatment facilities, such as Pico Water District Central Basin Project, to address contaminants like PFAS.
- Advance recycled water and potable reuse initiatives by evaluating investments in Advanced Water Treatment technologies to determine the feasibility of recycled water for potable reuse and potentially increase long-term supply reliability.

- Expand water banking and emergency resilience by developing adaptive strategies, including expanded storage agreements with the Main San Gabriel Basin Watermaster and expansion of the California Domestic Water Company Agreements, to ensure supply availability during droughts and emergencies.
- Invest in infrastructure for climate resilience by upgrading system redundancy and infrastructure to mitigate risks from climate change, earthquakes, and extreme weather events.
- Monitor and implement emerging contaminant treatment by continuously assessing and upgrading treatment technologies to comply with evolving state and federal water quality regulations.

A resilient water future depends on diversifying sources and securing long-term sustainability.

*— Dusty Moisio
Assistant General Manager*





System Reliability & Upgrades

Enhance system resilience through tactical upgrades, proactive maintenance, and long-term infrastructure reliability, while integrating smart technologies and data-driven strategies to optimize performance and adaptability.

- Improve critical infrastructure by completing major rehabilitations of Jointline 1 and Jointline 2 reservoirs to maintain storage capacity, improve water quality, and extend asset longevity.
- Modernize metering and monitoring systems by replacing aging meters and modules across the District to enhance measurement accuracy, improve operational efficiency, and support data-driven decision-making.
- Enhance infrastructure protection by upgrading automated gates and perimeter fencing at key District facilities to strengthen security, access control, and overall asset protection.
- Upgrade site access and structural integrity by conducting asphalt repairs and service road rehabilitations at critical sites, including Reservoir 4 and Reservoir 15, to ensure safe and reliable facility access.

- Upgrade pipeline infrastructure for long-term reliability by implementing the Fullerton Road Grade Separation Pipeline Installation to accommodate future roadway modifications.
- Enhance booster station performance and efficiency by completing structural and electrical improvements, including roof, access hatches, lighting, and Motor Control Center (MCC) upgrades, to maintain optimal booster station operation.
- Modernize system control and automation by modernizing PLC/SCADA cabinets to enhance system monitoring, automation, and real-time operational efficiency across the District's infrastructure.
- Strengthen water distribution and emergency preparedness by replacing aging system valves and service lines to improve water flow control, minimize service disruptions, and deploy new portable generators to ensure operational resilience during emergencies.

*Upgrading infrastructure today
means reliable, high-quality water for
generations to come.*

*— Allen Davidson
Director of Operations*





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