

BOARD OF DIRECTORS

Dear PWD Customer:

We are pleased to present to you the 2022 Strategic Plan. Our Board of Directors and management staff spent many hours discussing and finalizing the goals listed under the six initiatives. Each of the 38 goals was created with your best interest in mind. They will be the guide as we work to continue providing the services needed by our community to flourish and prosper.

Today, the drought has increased the challenges of water resiliency exponentially. More important than ever is our ability to accept new technology, collaborate with regional agencies and increase conservation efforts.

The next few years will be a time of great change and progress. In early 2024, the demonstration facility for Pure Water AV, a water augmentation program, will open. You will be able to tour the facility and see how PWD runs treated recycled water through a four-step filtration system. Once the actual Pure Water AV is built in 2027, it will have the ability to treat 5,325 acre-feet of recycled water before injecting it into the aquifer and later pumped for potable use, supplementing the water supply. This period also calls for continuing the Littlerock Sediment Removal Project, which is creating much-needed space at the Littlerock Reservoir for water storage. Both projects will ease the burden of relying on surface water from the state, a process that has become extremely challenging due to the lack of snowpack in the Northern Sierra.

You are one of 126,000 individuals in our service area depending on us to provide you and your family with safe, clean, reliable water each day. It is a monumental responsibility that our Board and staff acknowledge and plan for strategically. It is why we adopted this comprehensive Strategic Plan. We hope you will read it and reach out if you have questions or comments.

Thank you for your continued support as we embark on a critical time in our history when we are faced with severe drought and heat. Together, we can overcome it.

Thank you,



Gloria Dizmang
PWD Board President



Dennis D. LaMoreaux
General Manager



W. Scott Kellerman
Division 1



Don Wilson
Division 2



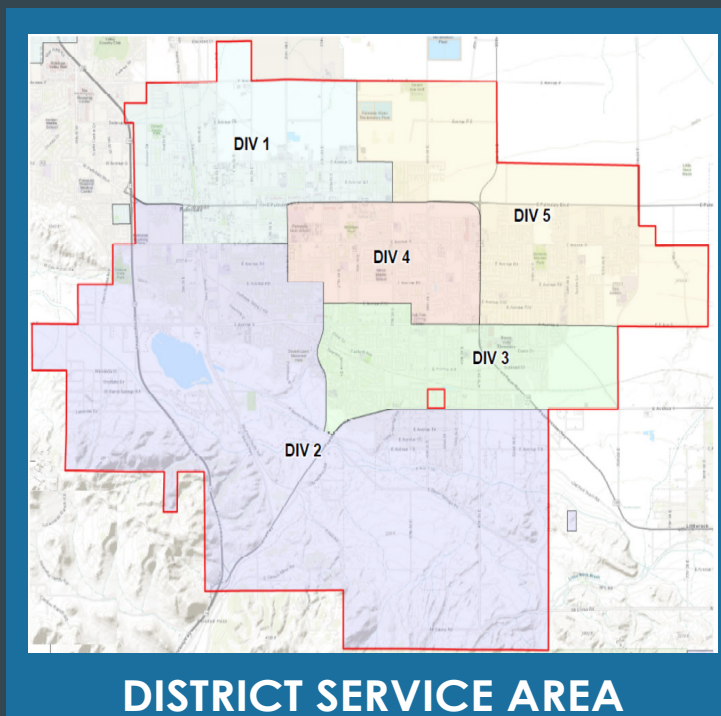
Gloria Dizmang
Division 3



Kathy Mac Laren-Gomez
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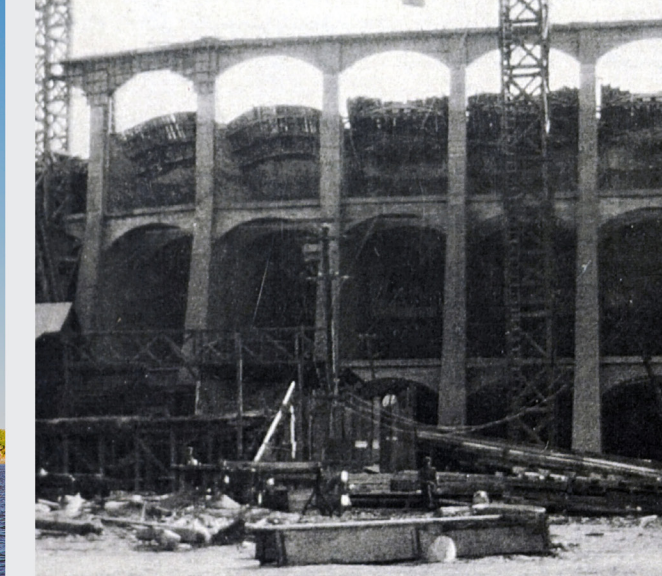


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Division 5



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STRATEGIC PLAN

Adopted 2022



PALMDALE WATER DISTRICT
A CENTURY OF SERVICE



For the past century, Palmdale Water District (PWD) has always served the community clean and affordable water. Whether it is in times of water abundance or lack thereof, PWD diligently plans for the future of water to meet its obligation to the customers. Severe drought, diminishing groundwater supply and surface water shortages are all challenges that are becoming the norm and requiring intensive planning.

Strategic planning with specific goals is how PWD is ensuring that it stays at the forefront of meeting the community's water needs. Each of the goals listed under the six Strategic Initiatives was adopted to ensure that PWD continues to provide water services on a daily basis with a focused mission while leading the management of water in the Antelope Valley and beyond.

More than ever, the severe drought these past couple of years has accelerated the need for new and innovative ways to ensure sufficient water supply. In the Antelope Valley's desert landscape, one of the best solutions is using recycled water. PWD is pleased to announce that Pure Water AV is in the works and will be instrumental in securing long-term water solutions. Pure Water AV, a water augmentation program, will allow PWD to be more drought-proof, have local control of water and improve our groundwater quality and quantity. It is the future of water.

PWD promises to keep thinking ahead and strategically set goals so that foundations are in place to always support the mission of providing clean, affordable water for generations ahead.

No. 1 - Water Resource Reliability

RESILIENCE, DEVELOPMENT, PARTNERSHIP

- Support and participate with local agencies in the development of projects and policies that improve water resources, storage, and reliability
- Maximize state and federal funding opportunities for Pure Water AV
- Support projects and initiatives that increase the resilience of the State Water Project
- Develop water storage options for State Water Project supplies and improve groundwater capture capabilities
- Strengthen Littlerock Dam stakeholder relationships and continue Littlerock Reservoir Sediment Removal Project

No. 2 - Organizational Excellence

TRAIN, PERFORM, REWARD

- Offer competitive compensation and benefits package for employee retention
- Focus Succession Planning Program on ensuring an overlap of training for key positions
- Continue providing transparency to ratepayers through training for the ongoing achievement of the Districts of Distinction certification
- Encourage cohesiveness, transparency, and integrity within the staff through Codes of Conduct and increased accountability
- Ensure employees are trained on the Strategic Plan and Core Values of Diversity, Integrity, Teamwork, and Passion
- Improve safety for Directors, employees, and customers
- Develop career paths at the District for interns and pursue state and federal funding for intern programs
- Cultivate a positive culture and increase employee engagement

No. 3 - Systems Efficiency

INDEPENDENCE, TECHNOLOGY, RESEARCH

- Explore energy independence and evaluate the feasibility of energy options, including wind and solar
- Incorporate more energy efficient technologies into the District's infrastructure
- Research state-of-the-art treatment techniques to enhance systems efficiency
- Re-evaluate Lake Palmdale by-pass pipeline and pursue funding options
- Improve Palmdale Ditch to reduce water loss

No. 4 - Financial Health and Stability

STRENGTH, CONSISTENCY, BALANCE

- Pursue grant funding for District projects and operations
- Maintain the five-year financial plan adopted as part of the 2019 Water Rate Study, including the five-year Capital Improvement Plan
- Conduct and adopt a 2024 five-year Water Rate Plan
- Build adequate reserve levels and achieve high-level bond rating
- Seek potential revenue sources from vacant District properties
- Monitor finances, operations, and projects affected by emergencies
- Digitize and document departmental workflows

No. 5 - Regional Leadership

ENGAGE, LEAD, PROGRESS

- Continue to provide opportunities and information for local businesses and agencies to contract with the District
- Continue to collaborate with neighboring water agencies and move to include more agencies throughout and outside of the Antelope Valley through Greater Antelope Valley Mutual Response Agreements and emergency response exercises
- Develop working relationships and mutually beneficial projects with other water agencies in the District's region
- Develop strategies, alliances, and funding to make Littlerock Dam and Reservoir recreational again
- Continue Memorandum of Understanding with United Water Conservation District to combine political forces to obtain grant funding and research other joint cooperative regional efforts
- Continue representation on larger regional organizations such as the California Special Districts Association (CSDA) and the Association of California Water Agencies (ACWA) and assist with the growth and influence of the Special Districts Association of North Los Angeles County, a CSDA local chapter

No. 6 - Customer Care, Advocacy and Outreach

PROMOTE, EDUCATE, SUPPORT

- Enhance customers' experience through communication and feedback
- Expand and market additional payment options
- Continue to increase public awareness of current programs and services through traditional and new media platforms
- Engage elected officials and the public on the importance of local and state water reliability issues
- Complete conversion to an Advanced Metering Infrastructure (AMI) to increase customers' knowledge of water use and promote customer self-help portal
- Continue to increase public awareness of the ongoing drought and the importance of conservation efforts
- Publicize, engage, and educate the community about Pure Water AV