



2024 - 2026 STRATEGIC PLAN



MESSAGE FROM THE WRD BOARD OF DIRECTORS

Since the Water Replenishment District's (WRD) formation in 1959, we have been a leader in sustainable practices to develop local water. From pioneering the use of recycled water for groundwater replenishment to developing innovative projects to reduce our demand for imported water to meet our needs, WRD has been at the forefront of water reuse.

In the face of climate change, WRD's efforts to create a resilient and drought-proof supply for groundwater replenishment have ensured that our region can thrive during bouts of water insecurity caused by drought. Through strong partnerships with our stakeholders and government at all levels, the district is a model for collaboration and innovation that has allowed us to continue to develop solutions to our most pressing water challenges. We do this with an emphasis on equity, ensuring that all our communities are considered when developing policy and allocating resources.

“In the face of climate change, WRD’s efforts to create a resilient and drought-proof supply for groundwater replenishment have ensured that our region can thrive during bouts of water insecurity caused by drought.”

WRD has built projects that help meet our region's water demands responsibly and sustainably. At the Leo J. Vander Lans Advanced Water Treatment Facility, we protect our groundwater basins from seawater intrusion by purifying up to 8 million gallons of water daily. In Torrance, we are remediating up to 5 million gallons of water per day of brackish groundwater caused by historic seawater intrusion at the Robert Goldsworthy Desalter. At our cornerstone project, the Albert Robles Center (ARC) for Water Recycling and Environmental Education, we purify up to 14.8 million gallons of water per day for groundwater replenishment. These facilities, coupled with remediation projects throughout the service area that we have developed, ensure that the residents served by the basins we manage can continue to rely on safe, sustainable, and resilient groundwater for decades to come.

Additionally, the district is committed to informing residents about their water with robust education programming that reaches people of all ages through our award-winning field trip program, calendar contest, and Eco-Gardener Program. WRD has also become a model agency for talent recruitment and retention through its Diversity, Equity, and Inclusion Program which seeks to create a work environment that attracts and supports the best staff in the water industry.

The future of our region's groundwater supply has been secured through the District's foresight to develop and implement planning efforts to increase regional sustainability. We are proud to develop these strategies and goals to continue WRD's mission. This Strategic Plan is a blueprint to ensure that the District will remain a leader in the region for collaboration, innovation, and sustainability.

OUR MISSION:

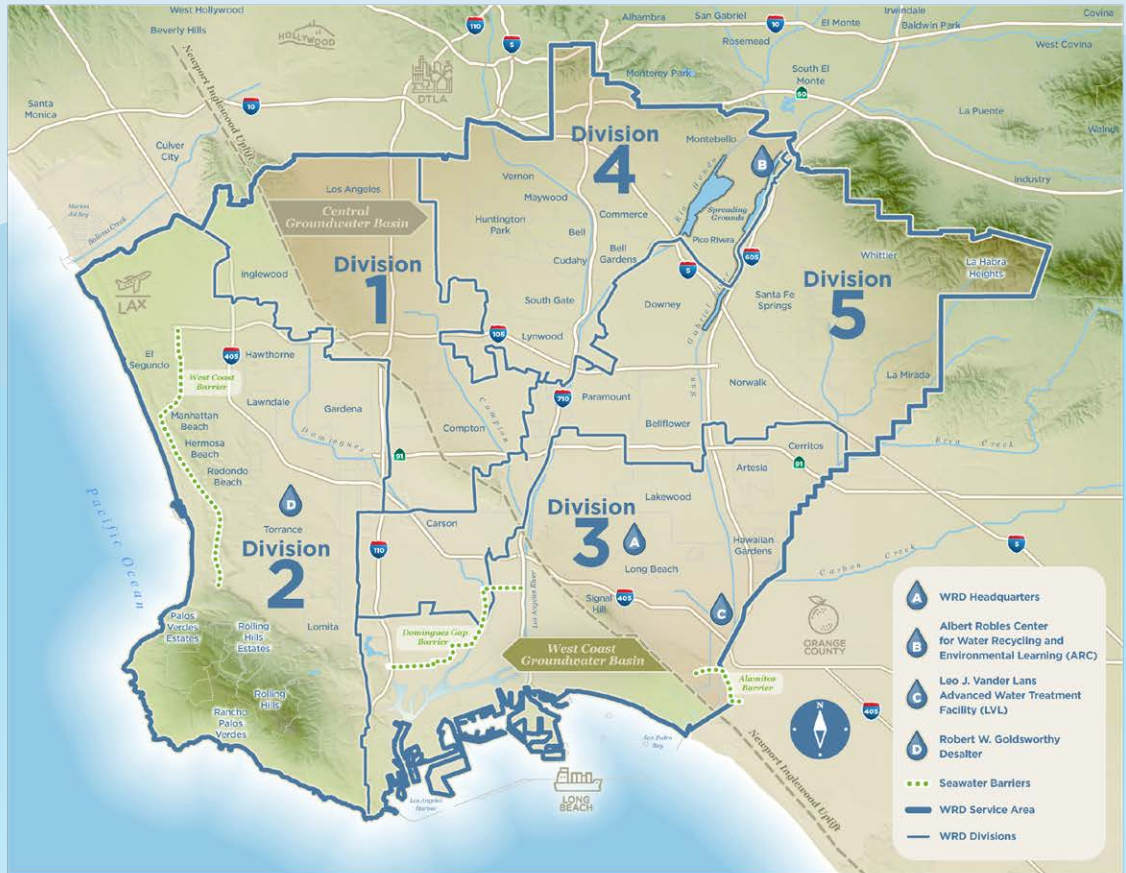
To provide, protect, and preserve safe and sustainable groundwater.

OUR VISION:

Utilizing groundwater aquifers to create a locally sustainable water supply for the Los Angeles Basin region.

The Water Replenishment District (WRD) is a groundwater management agency responsible for replenishing and protecting the groundwater resources for 4 million residents. WRD's service area covers a 420-square mile region of southern Los Angeles County, including 43 cities and a portion of the City of Los Angeles.

WRD SERVICE AREA



BOARD OF DIRECTORS



Joy Langford
Division 1



Robert Katherman
Division 2



John D. S. Allen
Division 3



Sergio Calderon
Division 4



Vera Robles DeWitt
Division 5

Stephan Tucker
General Manager



@WRDsocal



4040 Paramount Blvd.
Lakewood, CA 90712



www.WRD.org

STRATEGIC CORE VALUES

The strategic planning process identified key Strategic Core Values for WRD based on input from management and staff. These core values help guide the district as it fulfills its mission of providing, protecting, and preserving sustainable groundwater for the district's 4 million residents.



SUSTAINABLE GROUNDWATER SUPPLY:

Building and maintaining a sustainable groundwater supply is WRD's core mission. The district is committed to utilizing the most advanced technology to ensure that we continue to be at the forefront of groundwater management.



ACCOUNTABILITY AND TRANSPARENCY:

WRD will continue working with our Technical Advisory and Budget Advisory Committees to ensure that we are accountable and transparent to our pumping community and residents within our service area. We are committed to openness and accountability in all our actions.



INTEGRITY:

Conducting operations with integrity ensures that the district maintains its moral and ethical obligations to our pumpers and residents in the service area.



COLLABORATION:

Collaboration is key for the success of WRD's upcoming projects. WRD commits to continuing collaborative relationships with our pumping community, regulators, local legislators, and partner agencies to further the district's goals.



TRUST:

WRD's strives to build a culture of trust and honesty with all its stakeholders.



EQUITY:

WRD commits to ensuring that community resources are used equitably throughout the service area. Resources within the WRD service area will be managed to ensure access to safe and clean drinking water for all stakeholders and residents.

WRD'S CORE OPERATING PRINCIPLES

Core operating principles are Board and staff expectations outlining the way WRD conducts business operations in service to our pumping community.



CLIMATE RESILIENCY:

Given the impacts of climate change and issues that affect access to water resources, WRD must continue planning for long-term water shortages and accessibility. Planning resources include inter-departmental technical expertise, historical data and predictive modeling, and well-established relationships with local, state, and federal stakeholders.



PEOPLE:

One of WRD's greatest assets is its people. WRD will ensure the recruitment and retention of a talented, highly qualified, and diverse workforce to drive productivity and innovation within WRD. WRD's human resources include Executive Management, leadership and support staff, and interns.



GROUNDWATER INFRASTRUCTURE:

WRD maintains a five-year Capital Improvements Program which outlines the development and maintenance of WRD's infrastructure and investments in system improvements through water treatment facilities, wellhead treatment programs, replenishment monitoring infrastructure, groundwater monitoring well equipment, and engineering and hydrogeology expertise.



GROUNDWATER RELIABILITY:

WRD was established as the groundwater management agency responsible for maintaining the quality and quantity of groundwater in the region. To continue our mission, WRD relies on technical resources including an extensive asset management system, databases of groundwater monitoring and usage data, hydrogeological data, and spatial data, and historical WRD technical, operations, and budgeting reports.



FINANCIAL STEWARDSHIP:

WRD maintains strong financial standing through accurate budgeting and pursuing appropriate low-cost funding sources. Financial stability will be maintained by planning wisely for our financial future, enhancing our revenue stability, ensuring reasonable costs, and continuous improvement of financial transparency. WRD's financial resources include funds obtained through the Replenishment Assessment, revenues from water sales, and outside funding from revenue bonds and public or private grant and loan programs.



STAKEHOLDER AND COMMUNITY ENGAGEMENT:

WRD has built a reputation for being a reliable and innovative public agency. WRD has built support for large-scale projects through its stakeholder and community engagement. The district will continue this path utilizing external affairs operations including inter-agency coordination, legislative and governmental efforts, community education programs and grants advocacy.

WRD STRATEGIC PRIORITIES FOR 2024-2026

To implement the goals of the Strategic Plan, the WRD developed the following strategies:

GOAL 1: EXPAND SUSTAINABLE REPLENISHMENT OPPORTUNITIES

STRATEGY 1.1: CENTRAL BASIN EFFORTS

- Draft a feasibility study to evaluate the use of an existing water allocation from Los Coyotes Water Reclamation Facility to provide an alternate source of water supply to Leo J. Vander Lans Advanced Water Treatment Facility (LVL AWTF).
- Commence inland injection via the newly installed well for replenishment using advanced treated water from the LVL AWTF.
- Continue partnership with Los Angeles Department of Water & Power to identify suitable areas for groundwater extraction and injection within the Los Angeles Forebay.



STRATEGY 1.2: WEST COAST BASIN EFFORTS

- Draft a joint feasibility study with the West Basin Municipal Water District to evaluate projects for replenishment and extraction in the West Coast Basin with consideration of existing facilities.
- Partner with Long Beach Utilities to draft a feasibility study to evaluate injecting advanced-treated water via existing and new wells, potentially from Metropolitan Water District of Southern California (MWD) Pure Water Southern California Project into the Central and West Coast Basins to achieve sustainable pumping and address saltwater intrusion.

STRATEGY 1.3: IDENTIFY OPPORTUNITIES FOR NEW SOURCES OF RECYCLED WATER FOR THE CENTRAL AND WEST COAST BASINS.

- Continue collaborating with the MWD on their Pure Water Southern California Project and the Los Angeles Department of Water & Power on their Operation NEXT Project.

STRATEGY 1.4: INCREASE THE EFFICIENCY OF EXISTING ADVANCED WATER TREATMENT PLANTS TO MEET DESIGN CAPACITY.

- Identify opportunities and implement practices that will improve the operational efficiencies at the ARC AWTF and the LVL AWTF.



GOAL 2: SUSTAIN EXTRACTION CAPACITY

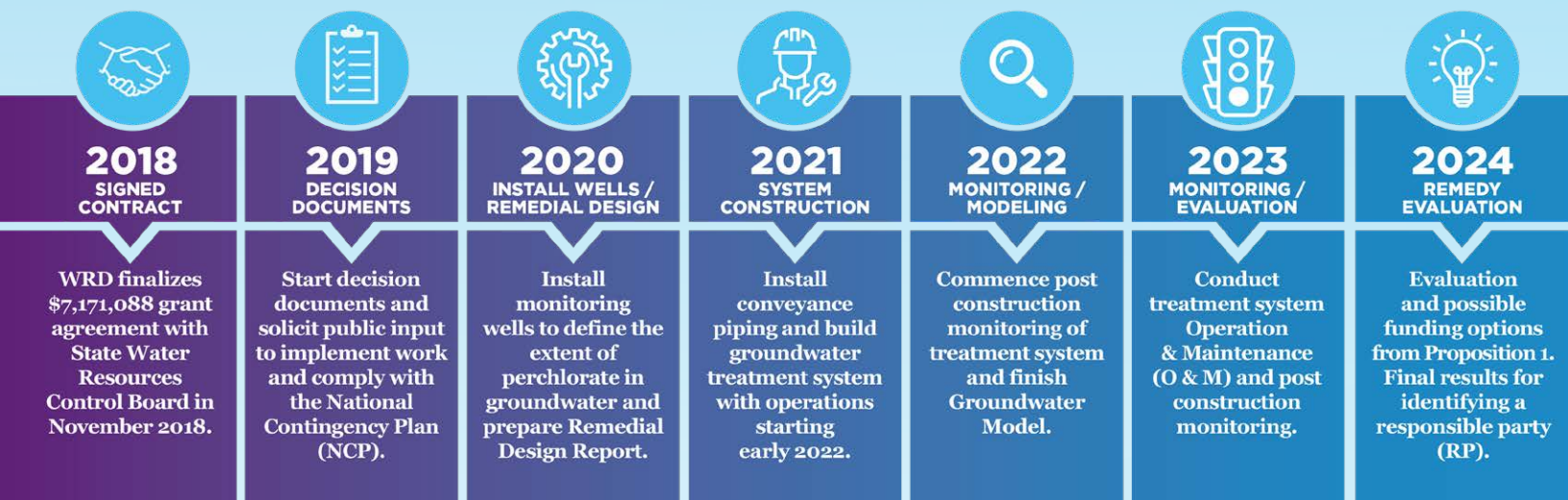
STRATEGY 2.1: ASSIST GROUNDWATER PRODUCERS TO MAINTAIN AND INCREASE THEIR GROUNDWATER PUMPING CAPABILITIES IN ACCORDANCE WITH THE DISTRICT'S WIN4ALL INITIATIVE.

- Partner with groundwater producers to remediate wells affected by substances that may impact the quality or appearance of tap water via the District's Safe Drinking Water Program.
- Collaborate with groundwater producers to install treatment systems to remove PFAS from drinking water wells via the District's PFAS Remediation Program.
- Engage groundwater producers who are not maximizing their groundwater pumping rights for reasons unrelated to water quality and offer the District's Well Construction and Rehabilitation Loan Program as an option.

STRATEGY 2.2: EXPLORE AND IMPLEMENT REMEDIATION EFFORTS LED BY THE DISTRICT WITHIN THE CENTRAL AND WEST COAST BASINS

- Continue remediation of a perchlorate "hot spot" within the Los Angeles Forebay preventing contamination of production wells downgradient.
- Start construction of the Torrance Groundwater Desalter Expansion Project to remediate additional brackish groundwater, creating a new source of drinking water for residents within the West Coast Basin.
- Draft a feasibility study to determine if it is feasible to construct a new desalter facility and associated extraction/production well(s) in the West Coast Basin to remediate the northern portion of the Saline Plume.

Perchlorate Project Timeline:



GOAL 3: MAXIMIZE ENVIRONMENTAL RESILIENCY & INNOVATION

STRATEGY 3.1: FORMALIZE THE DISTRICT'S COMMITMENT TO CLIMATE RESILIENCY AND ENVIRONMENTAL SUSTAINABILITY.

- Develop a Climate Resiliency Study/Plan to provide an analysis of climate-related impacts to the District's service area, facilities, and operations, and identify mitigation and/or adaptation strategies.

STRATEGY 3.2: DEVELOP PRACTICAL SOLUTIONS THAT CAN BE IMPLEMENTED TO IMPROVE THE RESILIENCY OF OUR OPERATIONS AND FACILITIES.

- Reduce energy consumption and GHG emissions by constructing carports with solar panels, installing additional electric vehicle charging stations, and replacing gasoline-powered vehicles with hybrid or fully electric vehicles, and installing energy recovery systems at plants.

STRATEGY 3.3: IMPROVE MANAGEMENT OF ENVIRONMENTAL COMPLIANCE.

- Evaluate and implement appropriate software to ensure timely and accurate environmental compliance with regional and state requirements.
- Partner with regional agencies to investigate whether it is feasible and appropriate to construct a shared brine line with shared benefits within the West Coast Basin (South Bay region).



GOAL 4: PROMOTE ORGANIZATIONAL EXCELLENCE

STRATEGY 4.1: CULTIVATE A CULTURE THAT ADVANCES AN INCLUSIVE AND EQUITABLE ORGANIZATION.

- Advance organizational policies, processes, and practices that promote a culture of empowerment, trust, and accountability by providing employees opportunities for input, conducting an equity study, and demonstrating transparency by sharing study results.
- Develop diversity, equity, and inclusion initiatives that foster increased employee engagement, training, and development by providing DEI/Leadership workshops and activities, establishing new DEI program initiatives, increasing employee recognition, tracking key DEI related data, conducting employee engagement surveys, and annual reporting.
- Develop diversity, equity, and inclusion in the WRD procurement process and WRD Investment Policy.

STRATEGY 4.2: DEVELOP AND RETAIN A WORKFORCE OF SUBJECT MATTER EXPERTS WHO ADVANCE PROJECTS TO MEET PRESENT AND FUTURE NEEDS IN THE WRD SERVICE AREA.

- Provide opportunities that support a high-achieving workforce through speaking engagements and participation in conferences.
- Provide project management training for relevant positions.
- Development of WRD Job Families.
- Implement performance management process to promote cross-departmental collaboration, and to propel the workforce to explore, evaluate, and execute results.
- Provide the workforce with timely, ongoing financial reporting that allows all employees to understand the financial effect of their cost centers on WRD financial stability.

STRATEGY 4.3: OPTIMIZE INTERNAL TECHNOLOGY AND LEVERAGE INNOVATIVE TECHNOLOGY.

- Prepare a strategic analysis of the functionality of current WRD systems to determine overall effectiveness and alignment with objectives.
- Implement NEOGOV Perform, Insight, and Onboard human resources information system modules.



GOAL 5: MAINTAIN STAKEHOLDER & COMMUNITY ENGAGEMENT:

STRATEGY 5.1: DEVELOP EDUCATION PROGRAMS FOR PUMPERs THAT PROVIDE OPPORTUNITIES TO GAIN KNOWLEDGE OF WRD'S PROJECTS AND PROGRAMS.

- Work with regulatory agencies and partners to engage pumpers.
- Develop a tour program for pumpers.
- Develop and host the annual Groundwater Quality workshop.
- Coordinate Budget Advisory Committee/Technical Advisory Committee engagement and education for stakeholders.

STRATEGY 5.2: EXPAND THE USE OF MULTI-MODAL EFFICIENT TOOLS FOR COMMUNITY OUTREACH AND ENGAGEMENT, INCLUDING CAMPAIGN TRACKING TOOLS, VIDEO CONTENT AND SOCIAL MEDIA COMMUNICATIONS.

- Develop collateral, both digital and print for each new multi-modal tool the department uses to increase exposure and website traffic.
- Implement a tracking/ reporting system to measure the impact and/or use of the tools the department develops.
- Create digital tools that can be used throughout WRD and support educational efforts.



STRATEGY 5.3: INCREASE ENGAGEMENT WITH ENVIRONMENTAL REGULATORY AGENCIES TO CONTINUE PROMOTING GROUNDWATER CLEANUP EFFORTS AND IDENTIFYING POTENTIALLY RESPONSIBLE PARTIES.

- Meet with Federal and State agencies to further their understanding of water infrastructure funding needs.
- Attend or host a field hearing with the state legislators and/or congress members on PFAS or threats to groundwater quality.

STRATEGY 5.4: DEVELOP EDUCATION PROGRAMS TO IMPROVE GENERAL KNOWLEDGE OF THE REGION'S WATER SYSTEMS TO INCREASE WATER LITERACY AMONGST OUR ELECTED OFFICIALS AND THEIR STAFF.

- Launch the Annual Groundwater Academy for elected officials and staff to increase water literacy.
- Host Groundwater 101 workshops for legislators and their staff to discuss groundwater policy impacting groundwater quality.

STRATEGY 5.5: TARGET CLASSROOM AND COMMUNITY EDUCATION PROGRAMMING TO THE NEEDS OR CAPACITY OF SPECIFIC SCHOOLS OR DISTRICTS.

- Develop partnerships with educational institutions within the service area that provide conservation and horticulture education that allow WRD to collaborate with Eco-Gardening programming.
- Increase collaboration with school districts that have institutions with a STEM focus allowing us to provide in-depth groundwater education programming.
- Develop Ad Hoc Future Water Workforce Committee to increase pathways into water careers.





BOARD OF DIRECTORS



Joy Langford
Division 1



Robert Katherman
Division 2



John D. S. Allen
Division 3



Sergio Calderon
Division 4



Vera Robles DeWitt
Division 5

Stephan Tucker
General Manager



@WRDsocal



4040 Paramount Blvd., Lakewood, CA 90712



www.WRD.org