



— 2025 —
**STRATEGIC
PLAN**

We bring **LIFE** to
EVERYTHING you **LOVE**

DECEMBER 2025



Honoring a Legacy of Leadership

Water is more than a vital resource needed to sustain life. It also helps the economy grow through farms, businesses and residential neighborhoods.

In the early 20th century, residents and farmers in the unincorporated area known as Pico recognized the need for a reliable water supply to help the community thrive then and well into the future. Their vision and determination resulted in the creation of the Pico Water District in 1926.

As we prepare to celebrate the 100th Anniversary of the District, we honor the many successes over the years that have improved the lives of the families who call Pico Rivera home. This strategic plan incorporates that rich heritage while ensuring the District will remain a strong resource for the community for generations to come.



A Vision for the Future

For nearly a century, Pico Water District has delivered the most essential service needed to help the community grow and thrive. From humble beginnings, the small organization had big dreams, rising to meet the changing needs of a growing city.

Today, the District is an innovative and forward-thinking organization committed to providing a reliable and sustainable water supply to customers and serving as a community leader now and for decades to come.

To ensure that we can fulfill these needs in the long term, we have developed this strategic plan with leadership and employees to guide the District forward. The plan outlines a path to provide reliable and reasonably priced water, improve infrastructure and enhance financial security to meet future needs, deliver unparalleled customer service, and strengthen connections with the community.

With the next century of service approaching, the strategic plan defines a carefully curated approach to embracing a bold future, improving facilities, empowering staff and leadership, and strengthening public engagement.

– Joe D. Basulto, General Manager



About Us

Established in 1926, Pico Water District now serves more than 23,000 people through more than 5,400 water connections. Our service area covers approximately 2.3 square miles within the City of Pico Rivera.

The District relies on groundwater from the Central Basin for 100% of its supply, which is pumped from three wells and stored in a 1.2 million-gallon reservoir.

**Pico Water District
Service Area**



Mission

To provide the highest quality and reliable supplies of water at the lowest possible rate, provide the best service, manage its infrastructure to meet present and future needs, and strive to minimize economic impact to its water customers.



Vision

Pico Water District strives to develop a resilient and sustainable water supply, secure finances, build a supportive and collaborative staff, deepen community connections, and cultivate partnerships across the water industry.



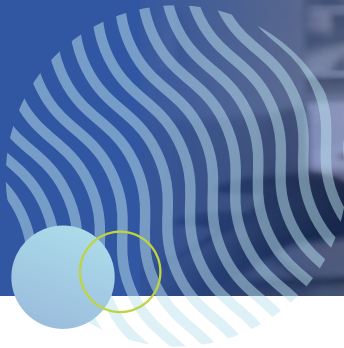
Values

Kind: be humble, courageous and put others first

Strong: be reliable, persevere and see it through

Connect: be joyful and cause others to feel like they belong

Methodology



The Pico Water District Strategic Plan presents a series of findings and recommendations to secure a thriving future for the organization. To prepare this vision, District leadership worked closely with an outside strategic planning firm, CV Strategies, to initiate and guide a planning effort that carefully examined the District's current state and determined initiatives and priorities for the future.

The process began with a series of internal workshops with the management team, facilitated by the strategic planning partner. These sessions were structured to provide a broad overview of District structures and operations, identify key areas for improvement, and set a course for future actions over the next five years.

Based on the workshop discussions, the strategic objectives and initiatives establish the District's long-term vision for water service and delivery and set priorities that advance that vision while anticipating future challenges. Additionally, management participated in a comprehensive internal Strengths, Weaknesses, Opportunities and Threats Analysis.

Over the next several years, the Company's staff and Board of Directors will make decisions guided by this plan and built on this fundamental principle: To create a blueprint that meets and exceeds the water needs of its ratepayers for years to come while fostering a stronger and more fruitful connection to the community.

SWOT Analysis



Strengths

- Proactive and friendly staff
- Competitive rates
- Long agency history
- Strong financial records and audits
- Networking among water agencies
- Established water rights
- Current with compliance requirements
- Positive culture
- Strong leadership
- Bilingual staff
- Careful and thoughtful planning



Weaknesses

- Low financial reserves
- Limited staff
- No backup water supply
- Aging facilities with outdated technology
- Limited water storage
- Limited financial resources



Opportunities

- Industry Groups
- Alliances and partnerships with other agencies
- Scholarship programs
- Internships
- Community engagement
- Staff development and training
- Grants
- Employee retention



Threats

- Unfunded Mandates
- Potential litigation
- Cyber security
- Water source contamination
- Natural disasters
- Drought
- Conservation

Strategic Objectives



Water Supply & Treatment

Deliver a reliable and sustainable water supply that consistently meets or exceeds current and future water quality standards.



Resiliency & System Reliability

Ensure there is always water available for customers now and in the future by engaging in thoughtful planning and strategic action to improve system infrastructure and reliability.



Financial Strength

Achieve sustainable long-term fiscal security through data-driven decision-making, proactive planning, and transparent financial stewardship.



Communication & Outreach

Build meaningful connections with the community to increase awareness and appreciation of the District's role as a trusted water provider.



Training & Development

Foster a supportive, collaborative workplace that empowers the District's success by attracting, developing, and retaining engaged employees.



Leadership & Collaboration

Strengthen the District's position as a trusted leader that serves customers while cultivating productive partnerships across the community and industry.



Water Supply & Treatment



Deliver a reliable and sustainable water supply that consistently meets or exceeds current and future water quality standards.

INITIATIVES

- Finalize PFAS treatment operations to ensure the District can meet current and future water quality standards
- Improve water supply resiliency through increased storage and access to alternative water supplies
- Maintain the ability to mitigate future water quality concerns and emerging constituents as state and federal regulations evolve



Resiliency & System Reliability



Ensure there is always water available for customers now and in the future by engaging in thoughtful planning and strategic action to improve system infrastructure and reliability.

INITIATIVES:

- Draft a Resiliency Plan to identify and mitigate the effects of climate change
- Enhance reliability during natural disasters and power outages by investing in permanent backup generators and other emergency infrastructure
- Assess existing infrastructure and facilities to develop long-term replacement schedules
- Strengthen cybersecurity by hardening IT systems
- Increase efficiency and enhance system security by modernizing SCADA systems and computer technology





Financial Strength



Achieve sustainable long-term fiscal security through data-driven decision-making, proactive planning, and transparent financial stewardship.

INITIATIVES:

- Secure long-term financial stability by implementing a long-term financial plan
- Establish a Capital Improvement Fund to adequately prepare to cover the costs of replacing ageing infrastructure
- Actively manage and optimize financial reserves to ensure long-term fiscal sustainability, support strategic investments in water infrastructure, and maintain the flexibility to respond to emerging challenges and take advantage of economic opportunities
- Improve the debt coverage ratio to maintain sound financial positioning and lower borrowing rates
- Diversify and increase revenues generated through non-ratepayer sources to enhance the scholarship program and offer additional funding flexibility
- Create an annual financial report, designed as a consumer-friendly document highlighting the stability of finances, outside funding received in the past year and cumulatively over time, financial and transparency awards and other financial information demonstrating affordability and responsible management of ratepayer funds

Communication & Outreach



Build meaningful connections with the community to increase awareness and appreciation of the District's role as a trusted water provider.

INITIATIVES:

- Strengthen outreach efforts through the creation and execution of a comprehensive Strategic Communications Plan
- Provide staff with direction and response protocols in advance of potential incidents by drafting an Emergency Communications Plan
- Enhance visibility and perception locally and regionally through the development of strong branding
- Strengthen billing transparency by incorporating data collected by AMR meters into a web portal, providing customers with an easy-to-use dashboard detailing water use and potential leaks
- Leverage the District's 100th Anniversary celebration as an opportunity to engage with customers, stakeholders and regional partners
- Enhance community engagement by increasing involvement with local organizations and actively participating in community events
- Regularly review community demographics to determine if outreach should expand to additional languages beyond English and Spanish





Training & Development



Foster a supportive, collaborative workplace that empowers the District's success by attracting, developing, and retaining engaged employees.

INITIATIVES

- Enhance staff retention and growth through an established onboarding process, elevated staff training and formalized best practices
- Attract new talent by creating an Internship/Apprenticeship program
- Support staff career growth through higher-level certifications and professional development
- Ensure consistency and continuity by creating and regularly updating succession planning
- Establish an onboarding process to educate new Directors
- Increase transparency and knowledge by providing ongoing education to staff and Directors regarding issues impacting the District
- Conduct spokesperson and media training for the Board and leadership team to ensure they can effectively convey District messages
- Continue fostering a supportive and collaborative workplace

Leadership & Collaboration



Strengthen the District's position as a trusted leader that serves customers while cultivating productive partnerships across the community and industry.

INITIATIVES:

- Improve strategic alliances with the Water Replenishment District of Southern California, Central Basin Watermaster and other organizations to take an active role in groundwater basin preservation and management
- Work to mend relationships with the City of Pico Rivera to reduce litigation and foster future partnerships
- Form mutually beneficial partnerships with local governments, special districts and water agencies to expand collaborative opportunities at the local, regional, and state levels
- Become more active in local, regional and state organizations to influence legislation and rulemaking
- Expand visibility by strategically positioning Pico Water District as a leader among water agencies
- Elevate the District's knowledge base and search for creative and cost-effective solutions by encouraging and supporting staff and Director attendance at conferences, seminars, workshops and industry networking events



Board of Directors



Raymond Rodriguez
President



Victor Caballero
Vice President



Elpidio "Pete" Ramirez
Director



David Angelo
Director



David Gonzales
Director



