

# AMADOR WATER AGENCY

## SPECIAL MEETING

OF THE  
BOARD OF DIRECTORS OF THE  
AMADOR WATER AGENCY  
HAS BEEN CALLED BY THE PRESIDENT FOR  
February 8, 2018  
1:30 p.m. or as soon thereafter as may be heard  
12800 Ridge Rd  
Sutter Creek CA 95685

**Public Notice:** Members of the public will have the opportunity to directly address the Agency Board of Directors concerning any item listed on this Special Meeting Notice before or during consideration of that item.

***There is a three-minute time limit per person.***

### 1. CALL TO ORDER

### 2. STRATEGIC PLAN WORKSHOP

- A. Presentation of the draft 2018-2013 Amador Water Agency Strategic Plan
- B. Discussion and possible action regarding the 2018-2013 draft Strategic Plan

### 3. ADJOURNMENT

*In compliance with the Americans with Disabilities Act, if you are a disabled person and you need a disability-related modification or accommodation to participate in this meeting, then please contact Cris Thompson at (209) 223-3018 or (209) 257-5281 (fax). Requests must be made as early as possible, and at least two-full business days before the start of the meeting.*

# STRATEGIC PLAN 2018-2023



DRAFT 02-08-18



## **Mission Statement**

To enhance the quality of life in Amador County by providing safe, reliable water, wastewater, conservation and reclamation services. We will manage our resources with fiscal and environmental responsibility. We will accomplish this as a professional team, dedicated to public transparency, community partnerships and excellent customer service.

Adopted 04/10/09



## **Vision Statement**

To ensure long term management of water resources and systems to meet Amador County needs and maintain financial solvency through responsible planning and management.

Revised 01/13/11



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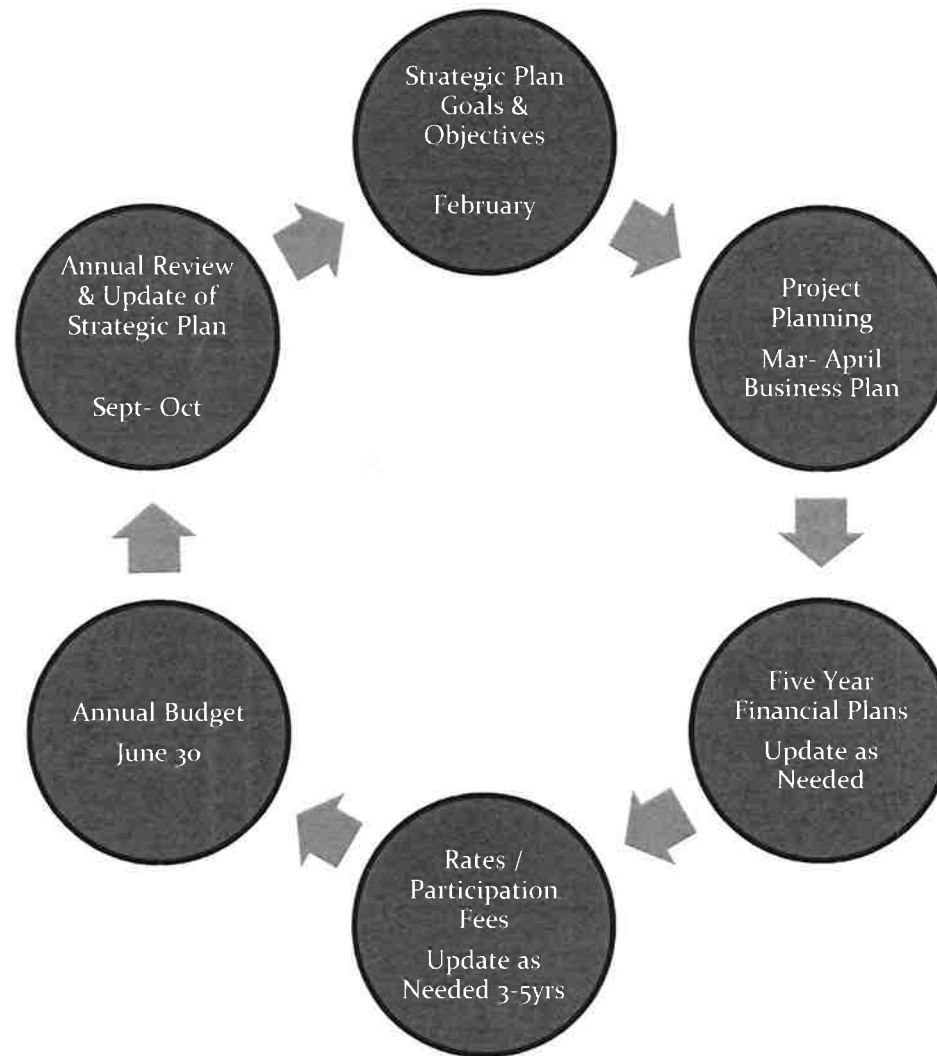
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## **Vision Statement**

To ensure responsible long term management of water resources and systems to meet Amador County needs and maintain financial solvency ~~through responsible planning and management~~ stability.

# Planning Cycle



```
graph TD; CS[Customer Service] --- SP[STRATEGIC PLAN]; SP --- L[Leadership]; SP --- FR[Fiscally Responsible]; SP --- I[Infrastructure]; SP --- E[Employees]
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Customer Service

Leadership

Fiscally  
Responsible

STRATEGIC  
PLAN

Infrastructure

Employees



# STRATEGIC PLAN COMPONENTS

- Goals are the important outcomes we want to achieve
- Strategies are the direction or course we want to take to reach those goals
- Objectives reflect what we need to accomplish in the near term



# CUSTOMER SERVICE

## **Goal:**

**To provide high level services that exceed expectations**

## **Strategies:**

- Customer Service Satisfaction
- Information Technologies
  - Standardization





# FISCALLY RESPONSIBLE

## **Goal:**

**To provide a high level of service by managing public funds to assure financial stability and prudent rate management while demonstrating responsible stewardship of public assets**

## **Strategies:**

- **5 Yr Financial Plans (Based on SP)**
- **Rate Review & Recommendations**
- **Manage Reserve Accounts**
- **Reporting-Governmental Compliance**
- **Use of Grant Funding**
- **Review & Recommendation of Impact Fees**



# EMPLOYEES

## **Goal:**

**To employ and develop a high quality, motivated workforce**

## **Strategies:**

- **Safety Program-Safe Work Environment**
- **Employee Development, Education and Training**
- **Succession Planning**
- **Team Building**
- **Open Communication**
- **Recognition/ Appreciation**
- **Compensation and Benefits**



# INFRASTRUCTURE

## **Goal:**

**To provide safe, reliable, and cost-effective infrastructure to serve the current and future needs of the residents of Amador County**

## **Strategies:**

- **Storage**
- **Capacity**
- **Master Plan**
- **Water ReUse**
- **Operations and Maintenance**
- **Fire Protection**
- **Regulatory Compliance**
- **Design**



# LEADERSHIP

## **Goal:**

**To demonstrate leadership through a wide range of relationships and activities to strengthen the Agency's ability to serve its customers.**

## **Strategies:**

- **Outreach Activities**
- **Open Communication**
- **Conservation**
- **Legislation**
- **Public Awareness & Participation**
- **Local, Regional and State Organization Participation**
- **Environmental Stewardship**



## **CUSTOMER SERVICE (Internal and External)**

### **Respond to our customers' needs with efficiency and expediency**

- Acknowledge request for information within 48 hours
  - Prompt notification if additional time is necessary to fully respond to request
- Conduct customer service surveys
- Customer relations refresher every two years for all employees
- Review and provide recommendation regarding potential improvements for online billing and payment services
- Strive to obtain email addresses for all customers to enhance communications
  - Provide report to the Board at annual strategic plan review

Standardization of all processes accomplished through creation of reference manuals and standard procedures

Document management

Utility billing

Collections



## **FISCALLY RESPONSIBLE**

- Generate 5 year financial plan
  - Recommend possible rate adjustments associated with a cost of service study
  - Incorporate goals and objectives of Strategic Plan in the next financial plan update
- Strive to fund newly created operating reserve and capital reserve fund within the next 5 years
- Monthly review of financial activity with Budget and Finance Committee and reports to the Board and Public
- Continue to pursue grant funding opportunities and report out annually to the Board and Public
- Annual review of purchasing policy and procedures to ensure fiscal responsibility
- Review and update participation fees
- Ensure timely completion/ reporting of regulatory required/ governmental reports
- Prepare annual budget consistent with adopted financial plan
- Evaluate for cost savings and efficiencies through the budget process
- Inventory and asset management to meet the Agency's needs while being fiscally responsible



## **EMPLOYEES**

- **Provide and maintain a safe work environment**
  - Safety Regulations Compliance and Training
  - Updating Safety Information Annually
  - Weekly Safety Meetings with Staff
  - Annual review and update of emergency response plans
  - Implement Safety Committee Recommendations
- **Staffing Levels to ensure all strategic plan objectives are met**
  - To maintain a high level of customer service
  - To comply with regulatory requirements
  - To ensure continuity of service
  - Succession Planning
  - Employ and retain high quality staff by offering competitive compensation and benefits
  - Cross training for reliability and continuity to meet essential duties and responsibilities



Employees Continued

- **Staff Appreciation**

- Public Recognition
- Certificates of Appreciation
- Annual Employee Appreciation event
- Agency Family Event
- SWIM Committee- Social Wellness Interaction Morale

- **Promote Open Communications**

- Quarterly All Employee Meetings
- Cross department collaboration
- Unified team approach
- Employee Input
- Active listening and trust
- Annual staff feedback on open communications objectives
- Weekly department meetings
- Employee Survey



## **INFRASTRUCTURE**

**To provide safe, reliable, and cost-effective infrastructure to serve the current and future needs of the residents of Amador County.**

**We will accomplish this by:**

- Full use of the Preventative maintenance program
- Update system maps with infrastructure details (GIS with Data base) subject to staffing
- Maximize grant funding to support implementation of the CIP (Capital Improvement Program) to minimize the impact of rates
- Seeking implementation and funding of the IRWM, MokeWISE , and ReUse Projects (CARWSP, Camanche Wastewater, Conservation Projects)
- Update IRWM project list as necessary
- Update standard operating procedures as necessary

## **STORAGE**

- Annual evaluation of storage needs for average and peak day demands, and fire protection.
- Annual update of storage tank inspection schedule
- Focus efforts to consolidate, remediate, existing tanks.
- Create storage redundancy

## **CAPACITY**

- Document capacity available and current peak use for Water and Wastewater treatment plant, storage tank, pump station, lift station ,storage pond, and other key facilities
- Recommend facility improvements to meet future water and wastewater demands



## **WATER SUPPLY**

- Long-Term Water Needs Study - Complete
- Analyze the potential effects of climate change
- Preserve protect and maintain the Agency's Water Rights to meet current and future needs
- Complete CAWP water right application 5647x03
- Implement water supply and related water right projects identified in MokeWISE and MAC-IRWM, consistent with water needs planning

## **MASTER PLAN – REPLACEMENTS AND IMPROVEMENTS**

- Complete a Master Plan for infrastructure replacement and improvements
- Include, Hydroelectric opportunities, and other power production or power demand reduction opportunities
- Evaluate conservation projects including open canal improvements
- Complete 10 year Capital Improvement Plan
  - Annual progress updates

## **WATER- REUSE**

- Take active role in ARSA to help develop wastewater recycling objectives and future Wastewater capacity for AWA service areas
- Encourage capacity development opportunities for Wastewater recycling including installation of purple pipe in new subdivisions that can provide beneficial use within the Agency's service areas
- Evaluate Recycle/ Reuse Opportunities that more efficiently use source water



## **OPERATIONS AND MAINTENANCE**

- Cost effective and reliable operations and maintenance of Agency facilities
- Prioritize Water and Sewer lines needing replacement and improvement
- Valve exercising program
- Air relief valve and pressure reducing/ relief valve inspections
- Transmission lines maintenance
- Cathodic protection inspections
- Building maintenance needs
- Facility life cycles
- Emissions compliance program
- Large and small meter testing and replacement program including addition of radio read meters
- Continued improvement of water and wastewater procedures for optimal performance

## **RELIABILITY**

- Full implementation of the computerized maintenance management program (CMMS)



## **FIRE PROTECTION**

- Continue collaborative work efforts with County fire agencies to prioritize hydrant replacements, upgrades, fire flow testing and system improvements
- Develop a computerized hydraulic model of all AWA Water Systems within 5 years
- Develop a rolling schedule to conduct fire flow testing of all hydrants every 5 years (1/5 of hydrants each year)
- Encourage volunteer services from organizations (Boy Scouts, Fire Safe Council, HOA's etc.) to help promote fire protection
- Develop 10 year plan
- Annual review of regulatory compliance with fire protection codes
- System improvements for ISO ratings

## **REGULATORY COMPLIANCE**

- Maintain regulatory compliance for all agency systems at all times
- Actively incorporate long-term cost effective solutions to regulatory compliance issues when possible (building new facilities, retrofits, etc.)
- Actively participate in presentations regarding new proposed regulations and communicate with appropriate Agency staff
- Review annual water and wastewater inspection reports, WDRs, and respond accordingly
- Constructed conveyance- bottled water program



## **LEADERSHIP**

### **Expand communication and outreach activities:**

- Continue to distribute quarterly newsletters
- Quarterly develop and review key messages on relevant Agency activities to be used in public communications.
- Continue to enhance the Agency website and use of social media
- Schedule quarterly outreach meetings for all associated Agency committees
- Encourage employee involvement in community organizations and activities that promote a positive Water Agency image.
- County-wide peer support through cooperative agreements, contract services, and communication.

### **Information Technology**

- Best use of current and proven technology to ensure efficient reliable and fiscally responsible service
- Annual review of hardware and software needs
- Consider the use of technology in the field to improve efficiencies and safety for staff



**Advocate watershed protection:**

- Participate in the Mokelumne River Ecological Resource Committee (ERC) meetings and seek to establish membership for the Agency.
- Update of the Agency's Water Conservation Plan
- Encourage and submit projects as part of the MAC IRWM plan that enhance water quality and supply while protecting or improving the watershed and provide environmental stewardship and support forestry management.
- Encourage the Upper Mokelumne River Watershed Authority (UMRWA) to continue and expand activities that protect or improve the watershed while meeting the goals and objectives of UMRWA.

**Actively participate in professional organizations and legislative activities:**

- Participate in ACWA, Mountain Counties, CSDA, CAMRA, UMWRA, CSMFO, CALPERS, ACWA- JPIA or other organizations to actively engage in topics that are relevant to Water Agency business including but not limited to legislation, new technologies, emerging trends and regulations, finance, personnel, and customer relations.
- Utilize the services of lobbyists as needed to assist the Water Agency to pursue, support, amend, or oppose legislation relative to Water Agency business and maintain relationships with legislators and their staffs.

Participate in legislator education programs, and other activities that promote the Water Agency and its mission.