Amador Water Agency

**Strategic Plan Policy**

Reviewed and Adopted: 04-23-2020

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**Statement of Purpose**

The Amador Water Agency Board of Directors and staff are committed to the long term development of the Agency and its ability to serve its customers now and into the future. To this end, the Board developed and routinely reviews the Strategic Plan that aligns the Agency’s activities to its Mission Statement. The Strategic Plan is the Agency’s vision and philosophy. The plan takes the vision expressed as a mission statement and with values and translates it into goals that will guide the formulation of achievable objectives. The Strategic Plan focuses the resources of the Agency in a manner that strives to achieve the vision and, increase value to the customers. The Strategic Plan is shown in Appendix #B
STRATEGIC PLAN 2018-2023
Mission Statement
To enhance the quality of life in Amador County by providing safe, reliable water, wastewater, conservation and reclamation services.

Adopted 03/09/18

Vision Statement
To ensure responsible long term management of water resources and systems to meet Amador County needs and maintain financial stability.

Adopted 02/12/18
VALUES

ACCOUNTABILITY: Commit to assigned tasks, perform duties and comply with standards required to fulfill or further Agency goals.

COLLABORATION: Emphasize internal and external collaboration in attaining objectives and resolving issues.

ENCOURAGEMENT: Respect and encourage differences of opinion.

ETHICS: Practice the highest ethical standards and maintain integrity throughout the organization.

HEALTH AND SAFETY: Ensure public and employee health and safety including conducting operations in strict accordance with all statutory and regulatory requirements.

PROFESSIONALISM: Achieve high levels of staff professionalism through career development, including training opportunities, and retention of skilled staff with competitive compensation.

RESOURCES: Protect sustainable resources.

RESPECT: Respect customers and employees while conducting Agency business.

INNOVATION: Provide productive techniques and innovations in product technology and equipment that offer workplace improvement measured in safety and efficiency.

TRANSPARENCY: Transparent governance through open communication.

TRUST: Conviction to truthful, reliable communication and actions which are the foundation to a positive working environment.

Adopted 01-23-20
Planning Cycle

- Strategic Plan Goals & Objectives Review of Prior Year February
- Annual Review & Update of Strategic Plan Sept- Oct
- Project Planning Mar- April Business Plan
- Annual Budget June 30
- Five Year Financial Plans Update as Needed
- Rates / Participation Fees Update as Needed 3-5yrs
Customer Service

Leadership

Fiscally Responsible

Infrastructure

Employees

STRATEGIC PLAN
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
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
- Expeditious notification to customers on improvement activities
- Prompt customer notification of emergencies

Standardization of all processes accomplished through creation of reference manuals and standard procedures
- Document management
- Utility billing
- Collections
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)
- Forecasting Revenues and Expenses
- Manage Reserve Accounts
- Reporting-Governmental Compliance
- Use of Grant Funding
- Review & Recommendation of Participation Fees, Rates and Debt
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 operating and capital reserves fund within the next 5 years
- Monthly review of financial activity with Budget and Finance Committee and reports to the Board and Public
- Maximize grant funding opportunities and report out to the Board and Public
- Annual review of purchasing policy and procedures to ensure fiscal responsibility
- Review and update participation fees (3-5 yrs)
- 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

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
- Encourage Employee flexibility as a resource for mutual benefit of the Agency and Employee
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 excellent 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 train for reliability and continuity to meet essential duties and responsibilities
  - Incorporate all reasonable avenues for staff training and development
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

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

Strategies:
- Storage
- Capacity
- Master Planning of existing and future infrastructure
- Water Reuse
- Operations and Maintenance
- Fire Protection
- Regulatory Compliance
- Design
INFRASTRUCTURE

To provide safe, reliable, and cost-effective, environmentally sensitive 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 to 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 capacity and 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

- Evaluate alternatives to in-stream water supply projects
- Analyze the potential effects of climate change and develop mitigation strategies
- 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, MAC-IRWM, and newly identified future feasible projects 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

- Develop wastewater recycling option 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
- Annually 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 better 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 for raw water customers
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
- Resource Conservation with emphasis on water conservation
- Legislation
- Public Awareness & Participation
- Local, Regional and State Organization Participation
- Environmental and Watershed Stewardship
- Fiscally Responsible
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 outreach meetings as needed 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.
- Support healthy forest management to resist wildfire and enhance water quality and supply
- 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, MCWRA, 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.