

SWOT EVALUATION [ADDED]

Strengths

Board of Directors
Functional management team
Excellent work-force and good morale
Improving financial health

Weaknesses

Financial constraints due to small rate base, disadvantaged communities, and large systems scale
Small work force limits ~~time~~-coverage of systems
Geography, size, and other factors affecting competition in procuring services
Old and inherited infrastructure
Reliance on single major source of supply
Reliance on agreements with PG&E for major supply
Legislative leverage
Complicated administrative history

Opportunities

Federal and State grant opportunities
State safe and affordable drinking water and consolidation programs
Market for transfer of conserved water
Regional collaboration on infrastructure, outreach, etc.
Improved efficiency of services through consolidations

Threats

Risks of accelerating infrastructure failure and safe reliable water and wastewater
Restrains on establishing new service
Economic inflation or recession
Rates affordability
Drought, Climate Change, and State water use ~~reduction~~-restrictions
Mega-~~wildfire~~ damage to infrastructure and water quality
GreenGen Water Battery Project use of AWA stored water
PG&E Project 137 Relicensing
PG&E hydropower spin-off
New storage or water rights exercised by others
State requirements for electrification (fleet, treatment, pumping, grid, etc.)
Cost of it increasingly stringent water quality regulations
Retention of staff

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**
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- **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
 - Provide appropriate PPE and safe staffing level
 - Make facilities safe

 - **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

 - **Staff Appreciation**
 - Public Recognition
 - Certificates of Appreciation
 - Annual Employee Appreciation event
 - Agency Family Event

~~Delete? Do all employees support? 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

Is there strong support for SWIM in the Employee Survey?

INFRASTRUCTURE

Goal:

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

Strategies:

- **Storage**
- **Capacity**
- **Master Planning of existing and future infrastructure**
- **Prioritize CIP according to master plan studies**
- **Eliminate canal losses**
- **Water Reuse**
- **Operations and Maintenance**
- **Reliable and Resilient facilities**
- **Fire Protection**
- **Regulatory Compliance**
- **Design Standards**

STORAGE

- Focus efforts to consolidate, remediate, existing tanks.
- Create storage capacity and redundancy

CAPACITY

- Document system capacity available for retail and wholesale water service and for wastewater service

WATER SUPPLY

- 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
- Consider 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

- Update Water and Wastewater Master Plans every ten years
- Evaluate opportunities for regional solar projects and charging stations
- Evaluate conservation projects including open canal improvements
- **Complete 5-year Capital Improvement Plan based on the Water and Wastewater Master Plan Studies for annual adoption**
- **Implement AWA actions in the 2020 Amador Co. Local Hazard Mitigation Plan Update (Resolution 2020-27)**

WATER- REUSE

- Evaluate Recycle/ Reuse Opportunities in regional collaboration to more efficiently use water

OPERATIONS AND MAINTENANCE

- Use Asset Management Program to prioritize infrastructure needing replacement and improvement
- Track and report Preventive Maintenance execution
- Emphasize safety training and Safety Committee participation
- Improve coordination with Customer Service to minimize driving time to tasks
- Modernize information systems and record generation and fully utilize CMMS
- Consider transition to Advanced Metering Infrastructure
- Improve coordination between project design, O&M, and Standards

RELIABLE and RESILIENT

- Optimize staffing and schedules for improved coverage
- Make critical systems reliable and resilient to potential impacts

FIRE PROTECTION

- Continue collaborative work efforts with County fire agencies to prioritize hydrant replacements, upgrades, and system improvements
- Continue to work with County fire agencies to implement fire flow testing with integration of 10-Year Fire Protection Action Plan (2018) into Preventive Maintenance Program.
- Pursue partnerships and grants for actions reducing fire risk to AWA facilities.
- Encourage volunteer services from organizations (Boy Scouts, Fire Safe Council, HOA's etc.) to help promote fire protection

REGULATORY COMPLIANCE

- Maintain regulatory compliance for drinking water, wastewater, waters of the State, and required reporting at all times
- Move as quickly as practicable toward compliance with water treatment plant capacity requirements, removal of wastewater cease and desist orders, and meeting new standards for water use efficiency.
- 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
- Ensure compliance with State order regarding delivery of untreated water to customers

INFORMATION TECHNOLOGY

- Use separation, contractor firewall, and cloud storage strategies against cyber risks.
- Improve the use of technology in the field to improve efficiencies and safety for staff
- Train for and utilize valuable features of software we currently have within CMMS, Laserfiche, etc.

LEADERSHIP

Goal:

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

Strategies:

- **Open Communication and Outreach**
- **Watershed protection**
- **Water Use Efficiency**
- **Legislation**
- **Public Awareness & Participation**
- **Local, Regional and State Organization Participation**
- **Environmental ~~and Watershed~~ Stewardship**
- **Fiscally Responsible**

Expand communication and outreach activities:

- Publish semi-annual newsletters
- Outreach & Legislation Committee to 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.

Advocate watershed protection and water use efficiency:

- 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~~
- Advocate and support water use efficiency
- Encourage and submit projects as part of the MAC IRWM plan that protect ~~enhance~~-water quality and supply while protecting or improving the watershed by ~~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, 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.