

AWSD Consolidated SWOT List
For discussion before finalizing
(Used at Board meetings before voting on final list)

Strengths: Qualities and conditions that can be leveraged

- Financial Liquidity
 - Taxing Authority
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- Quality Staff
 - On-hand expertise
 - SOPs
- Water Rights
- Political environment
 - Open to investment
 - Relationship with MMWS
- Facility Infrastructure
 - Ultra Filters
 - 1 week water storage

Weaknesses: Things that need to be improved or that may become future threats.

- Security
 - Physical
 - Information
 - Video System
- Communications Infrastructure
- Electronic Records
- Repairs and Maintenance Costs
 - Duplicative efforts and capabilities with MMWS
 - Troubleshooting Capability
 - Meters obsolete
 - Equipment replacement
 - Manual Meters
 - Manual meters
 - Age and materials of customer systems
 - Lack of dedicated test points
 - Pending maintenance requirements of AWSD & MMWS
 - Aged Infrastructure (Tank and water valves)
 - Crystal Springs Turbidity
- New Board's Knowledge
 - Historical Understanding
 - Water law
 - No Continuity of Operations Plan (COOP)
- Ability to Support FD
- Available Tax Base
 - Insurance
 - Staff Turnover

- Rising energy costs
- Political integration with county and state

Opportunities: Conditions that could help produce to new capabilities or outcomes.

- District/System Expansion
 - Consolidate efforts and capabilities with MMWS
- System upgrades
 - Raw water fire hydrant for fire protection
 - Customer mapping and upgrades
 - Identify and mitigate all SPOFs
 - Customer Education
- New Revenue Streams
 - Selling water
 - County, state, federal grants
- Administrative updates
 - New Technologies – Google Drive, our own Domain, membership access

Threats: Anything that will cause mission failure.

- System back-ups
- Water storage
- Loss of Expertise
 - Recruitment
 - Development
 - Retention
- Natural Disaster
 - Fire
 - Flood
 - Drought
- Mechanical Failure
 - Dam integrity during major events=SPOF (single point of failure)
 - Vandalism
 - Aging Infrastructure
 - Main breaks = SPOF (single point of failure)
 - Supplies on hand
 - Road maintenance (snow in particular)
- Regulatory compliance
 - Lead
 - Disinfection
 - Cross connection failure
- Challenge to water rights
- District population growth

Next Steps:

Prioritize threats and identify requirements to eliminate or mitigate

Prioritize opportunities and identify requirements to realize

Prioritize weaknesses and identify how to improve. (Often, weaknesses will become a sub-category of a larger threat)

Consolidate list of priorities and cast votes on top 3-5. These will become our strategic goals.

Develop strategic plan.

Probability

High Probability, Low Impact	High Probability, High Impact
Low Probability, Low Impact	Low Probability, High impact

Impact