



2026-2030

STRATEGIC  
ROADMAP



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## Purpose and Use



The Strategic Roadmap is an action-oriented, forward-looking expression of priorities for how Placer County Water Agency (PCWA) will continue to provide reliable, sustainable, and high-quality water to its wholesale and retail customers in Placer County, and continue delivering power to California’s grid in the future.

The Strategic Roadmap sits within the context of PCWA’s existing mission, values, governance, operational policies, and prior strategic plans. It recognizes PCWA’s past and current work in the areas of human resources, fiscal management, water and energy resource management, infrastructure, environmental stewardship, advocacy, partnerships, communications, and community engagement.

The purpose of the Strategic Roadmap is to provide a durable set of guideposts – informed by the Board, staff, and external partners – for how PCWA can leverage its reputational and operational assets, seize opportunities, and appropriately manage risks in a highly dynamic external environment. Although the Strategic Roadmap has been crafted with a five-year time horizon, there is recognition that the decisions and actions taken during this period will have a lasting effect on PCWA and the communities it serves beyond this timeframe.

The intended use of the Strategic Roadmap is for Board, staff, and external stakeholders to have a full understanding of PCWA’s vision and priorities when the agency makes future decisions or takes future actions.

On an annual basis, staff will report to the Board of Directors on the tactical actions taken to implement elements within the Strategic Roadmap and bring forward updates or modifications that are recommended due to changed conditions.

## Roadmap Development



PCWA retained ICS Consulting (ICS) to assist in development of the Strategic Roadmap. Initial scoping sessions were held with the General Manager’s office to identify past planning efforts and critical issues (current and future). Between March and August 2025, ICS conducted 26 interviews among Board members, Department Directors, and external partners at the local, regional, state, and federal levels to understand their perspectives.

The results of the initial meetings and interviews were used to develop a unified, 360 degree SWOT+<sup>1</sup> assessment. The SWOT+ Assessment was workshopped with PCWA staff for discussion and refinement. From the SWOT+, ICS and PCWA staff identified key issues for presentation and discussion among the Board of Directors and staff leadership during the agency’s annual planning retreat in October 2025. The results of this discussion and Board input are reflected in this Strategic Roadmap.

<sup>1</sup>The SWOT+ is ICS’s proprietary tool that incorporates the traditional elements of “Strengths, Weaknesses, Opportunities and Threats” and adds another layer of analysis to identify areas in which to “Maximize/Invest, Decide, Defend and Exit.”

# SWOT+ Assessment



Detailed internal and external interviews were conducted by ICS to complete the SWOT+ featured below, which was presented to the Board of Directors for discussion.

Each of the strengths, weaknesses, opportunities, and threats in the SWOT+ are defined in the “Reference Sheet” included as “Appendix A.”

<b>PCWA</b> <b>SWOT+ Assessment</b>  Strategic Roadmap 2026-2030		<i>Outside the organization</i>		
		<b>Primary Opportunities:</b> 1. Rare alignment of leadership, strength and experience to tackle big issues / projects 2. Advancing transformational infrastructure 3. Develop next-gen leadership 4. More small system consolidations 5. More watershed resilience projects 6. Strengthen partnerships & state advocacy 7. Maintain federal advocacy / influence 8. Modernize internal tools / protocols	<b>Primary Threats:</b> 1. Rising costs and liability 2. Water rights erosion 3. PG&E infrastructure failure / divestiture 4. Leadership turnover / sustaining reputation 5. Mission creep/overextension/staff burnout 6. Rate adequacy (customers/developers) 7. Changing energy marketplace 8. Climate volatility 9. Litigation	
<i>Inside the Organization</i>	<b>Primary Strengths:</b> 1. Organizational reputation 2. Board, GM and staff alignment & culture 3. Water rights / supply 4. Sound fiscal policies & prudent planning 5. Well-planned & maintained infrastructure 6. Pragmatic policy advocate & partner 7. Culture of “yes” and agility to seize opps 8. Track record of successful projects	<b>Maximize / Invest</b> <ul style="list-style-type: none"> <li>▪ Reputation as trusted problem-solver</li> <li>▪ Advance/complete major projects</li> <li>▪ Pathways for next-generation leaders</li> <li>▪ Grant funding for consolidations</li> <li>▪ Federal and state advocacy</li> <li>▪ Local/statewide partnerships</li> <li>▪ Leadership in watershed resilience</li> </ul>	<b>Defend</b> <ul style="list-style-type: none"> <li>▪ American River water rights</li> <li>▪ Value of MFP energy sales</li> <li>▪ Infrastructure safety/performance (owned and non-owned)</li> <li>▪ Fiscal prudence, sustainability</li> <li>▪ Role as innovator and prudent risk taker</li> <li>▪ Local control for regional adaptation projects</li> </ul>	<i>Areas for Action</i>
	<b>Primary Weaknesses:</b> 1. Funding and capacity for infrastructure 2. Raw water system rates vs. costs 3. Lack of systematized succession planning 4. Late communication with certain partners and/or predetermined course 5. Lean staffing (single points of failure) 6. Silos and <i>ad hoc</i> project coordination 7. Workforce recruitment	<b>Decide</b> <ul style="list-style-type: none"> <li>▪ Role in solving public sector workforce</li> <li>▪ Staffing for redundancy/succession</li> <li>▪ Systematizing multi-disciplinary work</li> <li>▪ Construction &amp; similar communications</li> <li>▪ MFP risk management</li> <li>▪ Financing development infrastructure</li> <li>▪ Raw water system maintenance</li> </ul>	<b>Exit</b> <ul style="list-style-type: none"> <li>▪ Innovation where risks and costs exceed benefits</li> <li>▪ Initiatives where risks and costs exceed benefits</li> <li>▪ Unsustainable infrastructure</li> </ul>	

Key issues within the areas for action in the SWOT+ were categorized into eight discussions and used to organize this Strategic Roadmap.

These issue areas are listed as follows:

1. Defend and be stewards of PCWA’s water and energy resources and assets.
2. Harness PCWA’s greatest asset – its people and culture.
3. Ensure long-term fiscal sustainability and water system reliability.
4. Advance the infrastructure investments needed for the next generation.
5. Lean into PCWA’s reputation for being innovative and maximizing opportunities, balanced with case-by-case assessments of staff capacity and prudent risk taking.
6. Engage with customers in a manner that inspires confidence in PCWA.
7. Continue to serve as a trusted and reliable advocacy partner.
8. Continue fiscally prudent approach to water system consolidations.

# Five-Year Strategic Roadmap



# Defend and be stewards of PCWA's water and energy resources and assets.



## Relevance

- Regulatory proceedings at the state and federal levels are a perennial occurrence in California water and energy and pose a threat to the local autonomy over water supply and energy generation intended by construction of the Middle Fork Project, as well as being a threat to contract water supplies.
- These legislative and regulatory proceedings are generally incremental rather than sweeping, necessitating sustained investment of time and money to stay engaged.
- Strains on environmental quality, California's need for greater water supplies to keep its economy growing, and affordability challenges are all factors at odds with each other.
- California has just undergone a generational shift towards reliance on intermittent energy supplies that has disrupted the energy market, putting downward pressure on wholesale prices while increasing retail rates for electricity.
- The cost to deliver energy to Californians has been exacerbated by the wildfire crisis.
- As California looks to mitigate increasing energy costs, outcomes may erode the feasibility of operating and maintaining PCWA's hydropower system.
- Aging infrastructure and natural hazards pose catastrophic threats to PCWA's Middle Fork Project and PG&E's Drum-SpaULDing system.

## Roadmap

- Recognize PCWA's water and power resources as some of its greatest assets that must be preserved and defended.
- Continue to develop a detailed understanding of risks that could impact PCWA's water and power resources, including water and energy markets, climate, legislative, regulatory, and infrastructure risks.
- Continue to prioritize physical and cyber security and safety of PCWA's facilities, assets, and personnel.
- Be stewards of the environmental attributes of these systems and, where appropriate, invest in watershed preservation, from headwaters to downstream rivers.
- Leverage PCWA's reputation of stewardship and collaboration to pursue its interests in positive, interest-based way, but be prepared to use legal defense.
- Attempt to influence state and federal legislation in a manner that achieves desired policy outcomes without threat to PCWA's water and energy resources.
- Advocate for state and federal investment in watershed protection, with equitable contributions and leadership by PCWA and other local stakeholders.
- Have capital investment programs in water and power systems adequate to preserve infrastructure for the long-term and to make enhancements necessary to take advantage of future opportunities.
- Carry reserves adequate to respond to catastrophic events and to fund collaborative engagement, as well as the potential for legal proceedings.

# Harness PCWA's greatest asset - its people and culture.



## Relevance

- PCWA is powered by a high-functioning Board of Directors and talented personnel who are committed to working together in a collaborative, team environment.
- The agency and its customers benefit from a stable, collaborative, and well informed Board of Directors.
- The agency's stellar reputation has been built on the contributions of its people, who are recognized internally and externally as professional, talented, hardworking, and collaborative.
- PCWA's people-first culture, both customers and employees, is a special point of pride, empowers positive customer engagement, and is a market differentiator for employee recruitment and retention.
- PCWA promotes a "grow from within" approach to employee development. This is underpinned by the success of managers transferring their institutional and operational knowledge to their staff.
- Over the long-term, maintaining PCWA's board and staff culture, strength of reputation, and operational effectiveness will depend on developing future generations of leaders to continue in this culture.
- Technology has had a meaningful impact on improving the workflows for staff and improved organizational efficiency; this impact is expected to increase over the period of this Strategic Roadmap.

## Roadmap

- Continue to prioritize PCWA's internal culture of open communication and collaboration, support, decision making, trust, accountability, and commitment to success.
- Continue to define and transmit PCWA's culture and, "What it means to work for PCWA."
- Clarify and communicate potential career pathways for staff, as well as existing opportunities for staff to receive training, mentorship, and other development opportunities to support their career advancement and to develop future leaders in all parts of the agency.
- Where constructive, build in additional incentives or programs to strengthen existing career ladders for staff, and maintain a culture of trust and prudent risk taking in developing next generation leaders.
- Continue to invest in technology that supports staff, improves workflow, increases operational efficiencies, and enhances cross-organizational collaboration.
- On a case-by-case basis, invest in staffing redundancy that facilitates knowledge transfer, anticipates retirements, establishes promotional pathways, and mitigates risk from current "single points of failure" in the agency's staffing.

## Ensure long-term fiscal sustainability and water system reliability.

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### Relevance

- PCWA's ability to ensure water supply reliability depends on sufficiently funding its costs for maintaining its water storage, treatment, and delivery infrastructure.
- As its primary source of revenue, water rates must be adequate to pay for the costs of system operation, renewal and replacement for existing infrastructure, and maintaining sufficient agency reserves.
- The need for renewal and replacement is currently greater than the funds collected.
- Requests for water system consolidations often come from systems of aging infrastructure; to mitigate this PCWA has created a model for equitable connection to its system without transferring liability to existing customers.
- Current raw water system rates do not provide sufficient funding to maintain canal and pipeline segments not serving drinking water treatment plants, and customers are likely unaware of this deficiency.

### Roadmap

- Rates that are developed and presented to the Board should be sufficient to sustain the full operation, maintenance, renewal and replacement of PCWA's infrastructure, and to cover debt issued for major infrastructure projects.
- Where rates are insufficient to fully cover these costs, increases should be regular, incremental and predictable for customers, with timely communication strategies.
- Raw water system infrastructure that is isolated from the treated water system will continue to require careful study and thoughtful consideration to determine how best to meet the needs of these customers with sustainable infrastructure, where and when possible, and prioritizing support for Placer's agricultural heritage.
- New customers/development will continue to pay its own way through connection fees, but innovative financing strategies may be considered that support economic growth, provided that PCWA rate payers are made whole and PCWA's debt rating or capacity is not impaired.

# Advance the infrastructure investments needed for the next generation.



## Relevance

- PCWA's legacy has been built on the willingness of past generations to make the necessary capital investments to control its own destiny.
- Having adequate water supply and distribution infrastructure is at the core of PCWA's mission and demonstrates the agency as a reliable utility.
- Significant investments are once again needed to position PCWA and its customers to continue to benefit from reliable and resilient water supplies long into the future.
- Modern and expanded infrastructure will help support system expansion and reliability in new growth areas, as well as improve redundancy and resilience for existing customers.
- PCWA is committed to making these investments at the best possible time and in the most fiscally prudent manner, with recognition that they will require higher debt load in the near- to medium-term.
- PCWA is in the early phases of implementing improvements in its power system that stem from the renewal of its Federal Energy and Regulatory Commission (FERC) license.

## Roadmap

- Advance the Ophir Water Treatment Plant as the lynchpin of serving new growth areas and making the overall treated water system more resilient.
- Look for creative funding solutions to secure fiscal resources for the Ophir Water Treatment Plant and other next generation infrastructure investments.
- Advance major backbone infrastructure needed for new growth areas, to be repaid by appropriate new connection fees.
- Look for opportunities to serve from a blend of water diversion locations between the American and Sacramento rivers to provide redundancy and hedge against strains on the federal water project.
- Continue to partner on regional storage and conveyance solutions, including but not limited to RiverArc, Sites Reservoir, and the Groundwater Bank.
- Carefully evaluate future opportunities for PCWA to acquire additional infrastructure assets that are critical to PCWA's water delivery system.
- Make investments in power system infrastructure, including those associated with the FERC license, with priorities towards longevity and reliability, recognizing that future energy revenues are uncertain.

## Lean into PCWA's reputation for being innovative and maximizing opportunities, balanced with case-by-case assessments of staff capacity and prudent risk taking.

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### Relevance

- PCWA is a recognized policy leader and collaborator at the local, state, and federal levels that sees the “big picture” of how water supply intersects with a myriad of issues, ranging from forest health in the upper watershed to species habitat in the lower watershed.
- Partners deeply value PCWA's approach of conducting pilot projects that develop the evidence to deploy solutions at scale and lead to broader policy changes.
- Innovation has yielded tangible results, such as grants for water system consolidations and to make the watershed more wildfire resilient, and elevated PCWA as an effective problem-solver.
- In an increasingly uncertain future, local innovation remains a vital pathway for PCWA to achieve its policy, reputation, advocacy, and programmatic goals.

### Roadmap

- Embrace innovative problem-solver as a core aspect of PCWA's reputation.
- Continue to look for partnerships with government, non-profit and for-profit organizations that reduce pain points in PCWA's service territory and watershed, particularly projects where external funding can be leveraged; the results provide tangible local benefits; and positive impacts help build the case for larger-scale solutions and policy changes.
- On a case-by-case basis, evaluate whether PCWA should be in a position of leadership, partnership alongside others, or providing support.
- Balance innovation opportunities in alignment with staff capacity and considerations of whether the potential risks outweigh the benefits.

## Engage with customers in a manner that inspires confidence in PCWA.



### ○ Relevance

- Effective, two-way communication with customers helps build public understanding and trust, which are essential to PCWA's ability to deliver reliable service, advance major infrastructure investments, and sustain system resilience.
- PCWA has established a high standard for customer communications, delivering consistent, credible, and professional information that reflects the agency's values, technical expertise, and stewardship responsibilities.
- PCWA's role in Placer County is unique, requiring communications that clearly explain how the agency plans, invests, partners, and operates to serve diverse communities with different needs, expectations, and service types.
- Recognizing different levels of interest in what makes PCWA unique as a countywide agency, it is appropriate to differentiate communications regarding major initiatives from more routine communications to increase general awareness regarding PCWA as a community water system.
- PCWA has many ambassadors (Board, field staff, customer service, etc.) who have a role in communicating the agency's commitments to service and sustainability among customers.

### ⤄ Roadmap

- Maintain high standards for customer communications and branding that reflect PCWA's professionalism, credibility, and commitment to public service, while remaining approachable and relevant to customers.
- Clearly communicate the purpose, timing, impacts, and funding of major projects, infrastructure investments, and operational changes to support informed customers and reduce uncertainty.
- Reinforce the connection between system reliability, water quality, and responsible rate stewardship to strengthen customer understanding of how a community-owned system is managed.
- Leverage partnerships with cities, agencies, fire districts, and community organizations to amplify messages, align communications, and reinforce credibility on shared priorities.
- Leverage PCWA's presence in the community and the professionalism of its workforce to reinforce confidence in how the system is operated, maintained, and protected.
- Provide historical context and system understanding that helps customers connect past investments and decisions to current conditions and future planning.

## Continue to serve as a trusted and reliable advocacy partner.



### Relevance

- The quickening pace of legislative and regulatory actions are adding cost, complexity, and administrative burden upon water service providers, increasing the potential for conflict in water resource management and threatening existing water rights.
- PCWA is recognized as a knowledgeable, trusted, and collaborative policy partner and an effective advocate that can move quickly and nimbly.
- PCWA has a reputation for informed risk-taking and data-driven decision-making that serves broad policy goals rather than narrow self-interest.
- PCWA's advocacy efforts have been influential in forging local agreements, shaping state and federal policy, securing funding for local projects, and advancing investments in major water infrastructure.
- PCWA is unique with some of its interests as a merchant power generator, owner and operator of canal systems, and countywide stewardship responsibilities; these unique interests warrant special care by PCWA staff as trade organizations are often too broad.
- PCWA's advocacy team consists of the Board of Directors, the General Manager, Strategic Affairs, and Legal Counsel, as well as contract lobbyists, and is viewed as an effective team.

### Roadmap

- Maintain PCWA's reputation as an innovative problem-solver, upholding its partnership commitments at the regional, state, and federal level.
- Continue to be active in existing and emerging legislative and regulatory proceedings at the state and federal levels, in partnership with its regional, state, and national association partners.
- Leverage PCWA's membership to several trade organizations to cover issues and interests at a variety of levels, maximizing best use of PCWA staff and reliance on the organizations. Staff should focus on issues that are more unique to PCWA.
- Leverage PCWA's position to act as a liaison between state and federal agencies.
- Maintain PCWA's advocacy team structure of staff and consultants while regularly evaluating team capacity, impact, and future areas of need.
- Continue to leverage the Board of Directors, and their duty to elected office, when advocating with other elected officials at the local, state, and federal levels for Placer County priorities.

## Continue fiscally prudent approach to water system consolidations.

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### ○ Relevance

- Consolidating small, failing water systems is aligned with PCWA’s stewardship mission to provide clean, reliable water to the people of Placer County.
- PCWA has demonstrated how an agency can partner with the State of California to implement small system consolidations, leveraging state grants with minimal financial impact to the agency. PCWA is recognized by the State as a leader in this space and a model for others to follow.
- Small system consolidations, where financially feasible, assist smaller communities by integrating them into a reliable, well-maintained system that is backed by a larger customer base.
- Funded by State grants, PCWA has been able to undertake consolidations that assist small communities while simultaneously improve its overall treated water system and grow its customer base.

### ⋈ Roadmap

- Continue to pursue thorough analysis of small system consolidations for fiscal impact, community benefits and improvements to PCWA’s overall treated water system. Continue to document and communicate these benefits for PCWA and the consolidating entity.
- Defer or decline consolidation proposals that are not financially feasible for both PCWA and the consolidating entity or do not offer other tangible benefits.
- Continue to partner with the State of California to provide funding to bridge the financial cost of consolidating small, unconnected water systems to PCWA.
- Utilize multiple agency funding sources to underwrite consolidation costs before PCWA draws upon State funds.

# Appendix A

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# Appendix A

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## SWOT+ Assessment Reference Sheet

**Purpose:** The purpose of this document is to provide expanded descriptions and clarity for the summary items found in the SWOT+ Assessment tool.

### Primary Strengths

- 1. Organizational reputation:** PCWA enjoys a stellar reputation among its constituents and partners for its management, operations, technical capacity, advocacy, partnerships, resource management, and customer service.
- 2. Board, General Manager, and staff alignment & culture:** PCWA’s Board, General Manager, senior staff, and personnel are viewed as strengths of the agency for their vision, cohesiveness, technical expertise, and innovative approach, and strong internal alignment promotes transparency, collaboration, and shared purpose.
- 3. Water rights/supply:** PCWA’s water rights and supply are a bedrock strength of the organization in fulfilling its mission.
- 4. Sound fiscal policies & prudent planning:** PCWA prioritizes sound fiscal management, maintaining adequate rates for cost-recovery, and plans ahead thanks to leadership of the Board and GM.
- 5. Well-planned & maintained infrastructure:** PCWA has a forward-looking capital investment plan to manage and deliver its water supply to existing and future customers and replace infrastructure that has reached the end of its useful life.
- 6. Pragmatic policy advocate & partner:** PCWA is valued for taking a scientific, evidence-based approach to water policy, valuing win-win solutions rather than self-interest, and acting as a reliable and transparent partner.
- 7. Culture of “yes” and agility to seize opps:** As a result of strong internal alignment and culture of agility, PCWA can be innovative, starting from a position of “yes,” and engaging more nimbly on legislative issues, funding opportunities, and other opportunities than similar agencies.
- 8. Track record of successful projects:** PCWA is viewed as a “doer” that is willing to take on ambitious projects to serve its customers and provide practical evidence for other communities and to inform policy change.

## Primary Weaknesses

- 1. Funding and capacity for infrastructure:** Major new capital projects, new growth areas, and maintenance and replacement of aging infrastructure are bringing the agency near its target debt limits.
- 2. Raw water system rates vs. costs:** Isolated sections of the raw water system (which don't serve the treated water system) cannot be maintained under current rate structures. Recovering true costs from raw water customers would require significant rate increases.
- 3. Lack of systematized succession planning:** Although PCWA is recognized as being a leader among water agencies, the absence of a systematic approach to identifying and preparing the next generation of department and agency leadership is viewed as a weakness.
- 4. Late communication or predetermined course:** In certain circumstances, such as construction projects and policy issues, PCWA is viewed as communicating with partners late in the process and only after it has finalized its internal plans or approach to an issue.
- 5. Lean staffing (single points of failure):** PCWA has a tradition of lean staffing and expansive job duties, which poses a risk where individuals carry significant responsibility without redundancy.
- 6. Silos and ad hoc project coordination:** Despite strong alignment and a collaborative culture, there is not a repeatable process for how departments work together on agency-wide projects and PCWA's power system is not fully integrated into the organization.
- 7. Workforce recruitment:** Like all public utilities, PCWA struggles to recruit and retain staff, exacerbated by pay scales that are not top of market and job duties that are frequently larger than other agencies compared to peer agencies.

## Primary Opportunities

- 1. Rare alignment of leadership, strength, and experience to tackle big issues/projects:** There is broad acknowledgement that PCWA is in a unique era of visionary leadership, high reputation, and organizational strength that should be maximized on critical issues and projects before retirements and other transitions occur.
- 2. Advancing transformational infrastructure:** Current and planned infrastructure projects are critical to the future of serving PCWA customers and making its water supply more resilient.
- 3. Develop next-gen leadership:** Stronger pathways and systems for mentorship and staff development can help ensure that PCWA's future leaders are ready to continue the agency's forward progress.
- 4. More small system consolidations:** PCWA is widely recognized as a leader in its approach to small water system consolidations as smaller systems increasingly struggle financially with the high demands of today's business and regulatory environment.
- 5. More watershed resilience projects:** PCWA has attained a unique leadership role in forest health/watershed resiliency projects and is positioned to accomplish more work in this space.
- 6. Strengthen partnerships & state advocacy:** PCWA's reputation and influence in state advocacy has increased substantially and could be further expanded in the future through continued partnerships and expanded state advocacy resources.
- 7. Maintain federal advocacy/influence:** PCWA's long track record of engagement with federal lawmakers and agencies should continue to be a priority because of the role of federal agencies in water supply, forest health, and energy infrastructure regulation.
- 8. Modernize internal tools/protocols:** PCWA must continue to adopt and upgrade its management and tech tools, internal protocols and system processes required of a growing, multi-faceted public utility.

## Primary Threats

- 1. Rising costs and liability:** Rising capital costs for maintenance, replacement, and new infrastructure, and increasing insurance and liability costs, will place increasing strain on PCWA's fiscal position.
- 2. Water rights erosion:** Ongoing actions by state and federal legislative and regulatory bodies signal a threat to PCWA's water rights.
- 3. PG&E infrastructure failure/divestiture:** PG&E's approach to infrastructure maintenance makes system failure an ongoing threat and the potential for divesting these assets poses risk to PCWA finances and water supply.
- 4. Leadership turnover/sustaining reputation:** Staff and Board transitions due to retirements, elections, and other factors will change the face of the organization over time and challenge future leaders with sustaining PCWA's stellar reputation.
- 5. Mission creep/overextension/staff burnout:** PCWA's spirit of innovation and agility has the potential to move the organization outside of its core services and mission, if not balanced with sound risk/benefit analysis and capacity constraints.
- 6. Rate adequacy (customers/developers):** As costs rise, future increases in water rates and connection fees will be required.
- 7. Changing energy marketplace:** Increased prevalence of solar and battery storage are already reducing PCWA's traditional peak-load energy sales and will continue to do so in the future.
- 8. Climate volatility:** Climate factors like reduced snowpack, increasingly severe wildfires, and future droughts will pose infrastructure and resource management challenges, putting pressure on PCWA's water supplies.
- 9. Litigation:** Litigation is commanding an increasing share of staff and financial resources and will continue to increase.

# Acknowledgements



A special thank you to each person for their time, thoughtfulness and dedication to creating a strategic roadmap that will shape our water future and the future of generations to come.

## PCWA Board of Directors & General Manager

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**Strategic Roadmap**

**2026-2030**