



RESOLUTION NO. 2021-17
RESOLUTION NO. PFA-03
ORDINANCE NO. 2021-01

AGENDA

MISSION STATEMENT

“Our team is dedicated to protecting, enhancing, and developing our rich water resources to the highest beneficial use for Calaveras County, while maintaining cost-conscious, reliable service, and our quality of life, through responsible management.”

Special Board Workshop
Friday, March 19, 2021
8:30 a.m.

Calaveras County Water District
120 Toma Court, (PO Box 846)
San Andreas, California 95249

Based on guidance from the California Governor’s Office and Department of Public Health, to minimize the potential spread of the COVID-19 virus, the Calaveras County Water District will convene its public meetings of the Board of Directors telephonically until further notice.

The following alternatives are available to members of the public to watch these meetings and provide comments to the Board before and during the meeting:

Microsoft Teams meeting

Join on your computer or mobile app

[Click here to join the meeting](#)

Or call in (audio only)

[+1 689-206-0281](tel:+16892060281), 176386188# United States

Phone Conference ID: 176 386 188#

In compliance with the Americans with Disabilities Act, if you need special assistance to participate in this meeting, please contact the Administration Office at 209-754-3028. Notification in advance of the meeting will enable CCWD to make reasonable arrangements to ensure accessibility to this meeting. Any documents that are made available to the Board before or at the meeting, not privileged or otherwise protected from disclosure, and related to agenda items, will be made available at CCWD for review by the public.

ORDER OF BUSINESS

CALL TO ORDER / PLEDGE OF ALLEGIANCE

1. **ROLL CALL**

2. **PUBLIC COMMENT**

At this time, members of the public may address the Board on any non-agendized item. The public is encouraged to work through staff to place items on the agenda for Board consideration. No action can be taken on matters not listed on the agenda. Comments are limited to three minutes per person.

BOARD OF DIRECTORS

Jeff Davidson, President
Scott Ratterman, Director

Cindy Secada, Vice President
Bertha Underhill, Director

Russ Thomas, Director

3. **BOARD WORKSHOP**

3a Adoption of the Strategic Plan Mission, Vision, Values, and Goals

3b Presentation and Discussion on the Strategic Plan Priority Objectives

4. **NEXT BOARD MEETINGS**

- Wednesday, March 24, 2021, 1:00 p.m., Regular Board Meeting
- Wednesday, April 12, 2021, 1:00 p.m., Regular Board Meeting

5. **ADJOURNMENT**

**CALAVERAS COUNTY WATER DISTRICT
STRATEGIC PLAN 2021-2026 (SP26+) BOARD WORKSHOP #3
MARCH 19, 2021 8:30 AM TO 12:00 PM**

OBJECTIVES

- Understand Strategic Plan 2026 (SP26+) approach + schedule
- Finalize goals and develop priority objectives
- Next steps/actions/information needed

AGENDA

TIME	DESCRIPTION	LEAD	OUTCOME
8:30 AM	INTRODUCTIONS <ul style="list-style-type: none"> • Introduction of SP26+ Team • Meeting objectives + agenda 	Minkler / Woodling	Understand meeting objectives
8:40 AM	SP26+ APPROACH + SCHEDULE <ul style="list-style-type: none"> • Review approach • Review schedule <ul style="list-style-type: none"> ○ October 28 Board Introduction ○ November Survey ○ January 8 Workshop #1 ○ February 19 Workshop #2 ○ March 19 Workshop #3 ○ April 28 Adopt SP26+ 	Woodling	Understand SP26+ objectives and schedule
8:45 AM	VOTE TO ADOPT MISSION, VISION, VALUES, AND GOALS <ul style="list-style-type: none"> • Finalize District mission, vision, values, and goals 	Hitchcock	Board votes to adopt mission, vision, values, and goals
8:50 AM	DEVELOP PRIORITY OBJECTIVES <ul style="list-style-type: none"> • Develop priority objectives to achieve the District's goals 	Cross	Draft priority objectives to drive CCWD's mission and vision for the next five years
11:50 AM	NEXT STEPS <ul style="list-style-type: none"> • Identify information needed • Verify next steps 	Woodling	Understand next steps
12:00 PM	ADJOURN		

**CALAVERAS COUNTY WATER DISTRICT
STRATEGIC PLAN 2021-2026 (SP26+) BOARD WORKSHOP #3
MARCH 19, 2021 8:30 AM TO 12:00 PM**

SP26+ PARTICIPANTS

PARTICIPANT	ROLE
BOARD DIRECTORS	
Scott Ratterman	Division 1
Cindy Secada	Vice President / Division 2
Bertha Underhill	Division 3
Russ Thomas	Division 4
Jeff Davidson	President / Division 5
CCWD MANAGEMENT STAFF	
Michael Minkler	General Manager
Stacey Lollar	Human Resources Manager
Rebecca Hitchcock	Executive Assistant / Clerk to the Board
Damon Wyckoff	Director of Operations
Jesse Hampton	Plant Operations Manager
Pat Burkhardt	Construction & Maintenance Manager
Rebecca Callen	Director of Administrative Services
Brad Arnold	Water Resources Manager
Charles Palmer	District Engineer
Jessica Self	External Affairs Manager
CONSULTANTS	
John Woodling	Project Manager, GEI
Maria Pascoal	Engagement & Outreach, GEI
Ellen Cross	Facilitation, Strategy Driver

PRIORITY OBJECTIVES

Board Directors, please carefully review the drafted objectives and bring your “edited” document to Workshop #3 to facilitate an efficient meeting since there is a lot of detail to cover.

While you are reviewing the document, we recommend answering the following three questions and jotting them down in advance:

- Are there any objectives missing from any of the goals?
 - If yes, please identify.
- Are there any objectives you think should be eliminated?
 - If yes, why?
- Are there any objectives you think should be modified?
 - If yes, please provide your draft edits.

NOTES: 1) The goals and objectives are not prioritized or ranked in any order. They are lettered and numbered for the purposes of group discussion. 2) Recurring themes from the surveys and interviews are indicated with **bold** text. Bold will be removed for final SP26+ document.

Goal A – Fiscal Responsibility: Prioritize investments based on risk and benefit to our communities and fulfill the District’s services commitments.

Draft Objectives

1. Develop and commit to a **long-term financial strategy** and framework to fund the projects identified in the CIP and other long-term District obligations and needs.
2. Create **alternative funding** and financing through **grants** and **partnerships** to execute our CIP for short, mid- and long-term investments.
3. Develop and align annual budgets with **prioritized projects** and CIP that can be implemented based on value added and benefit to District customers.
4. Develop best management practices for budget forecasts and tracking, and base decisions on **data-driven** outcomes that define and reflect value and cost effectiveness.
5. Review financial **budget systems and tools** and update if needed.
6. Commit to responsible financial decisions during our day-to-day operations.
7. Maintain our legislative obligation to not charge more and not charge less than it costs to provide reliable services.
8. Communicate the District’s fiscal obligations and accountability to our customers through transparency and effective public outreach.

Goal B – Programs, Projects, and Initiatives: Implement programs, projects, and initiatives to ensure water reliability for the prosperity and wellbeing of our residents, businesses, and watershed.

Draft Objectives

1. Leverage **hydropower** projects to benefit the near and long-term priorities for the District and its stakeholders.
 - a. Ensure hydropower resources, protect water supply reliability, and provide revenue for operations.
 - b. Determine **funding mechanisms** to support FERC relicensing.
 - c. Negotiate with project partners to increase **financial benefit** from North Fork and New Hogan hydroelectric projects in the next license term.
 - d. Continue to utilize and build the **water resources fund and FERC relicensing fund** to protect water rights and pre-position for FERC relicensing.
2. Comply with the state-mandated Sustainable Groundwater Management Act (**SGMA**) as part of the District’s integrated water reliability and resilience commitment.
 - a. Update governance structure for groundwater sustainability planning.
3. Evaluate feasibility of and implement plan to secure new water storage.
4. Protect, develop, and extend the District’s **water rights** to ensure countywide water reliability.
 - a. Investigate potential beneficial uses for reserved rights on the Mokelumne River.
 - b. Expand water deliveries by bringing the slurry line into service.
 - c. Work with partners in the agricultural community to ensure their water needs are met.
 - d. Develop a comprehensive **watershed plan** for at White Pines Lake and San Antonio Creek.
 - e. Extend potable water service to underserved and underrepresented areas.
5. Protect our **watersheds** to adapt to **climate change**, promote healthy forests for **wildfire protection** and water yield, protect water quality, and ensure sustainability.
6. Pursue sustainable water supply projects such as **recycled water**.
7. Develop a comprehensive **energy** strategy to generate revenue or decrease cost of operations.

8. Continue to implement **water conservation** initiatives such as leak detection and infrastructure replacement.
9. Maintain up-to-date District policies.
10. Offer low-income payment assistance.
11. Educate and engage our communities about the District's commitment to **healthy watersheds** and forests.

Goal C – Operational Integrity: Ensure District operations deliver efficient and reliable water and wastewater services.

Draft Objectives

1. Ensure our infrastructure is **operated and maintained** to fully realize their expected life span.
2. Implement preventive, predictive, and corrective maintenance plans to ensure safe and reliable operations.
 - a. Continue to **modernize wastewater treatment** and recycled water delivery systems to increase the use of recycled water which decreases the demand for raw water.
 - b. Develop a **short, mid- and long-term approach to project implementation** that aligns with value added, optimizes the budget, and is paced for successful outcomes.
3. Develop **Standard Operating Procedures** and improve technology that will create efficiencies, reduce risks and costs, and ensure **consistency** throughout the District.
4. Rehabilitate or replace **aging infrastructure** to increase reliability, capacity, and efficiencies.
5. Develop a **Health and Safety Program** and promote health and safety in all that the District does to protect our community and proactively manage our risk.
6. Monitor and adapt to emerging and existing regulatory requirements and mandates.
7. **Communicate** on the District's operational efforts to effectively deliver water and wastewater services.

Goal D – Customer Experience: Build trust and demonstrate value to customers with responsive service and positive experiences.

Draft Objectives

1. Engage customers and educate on District’s **achievements** through local venues and outreach.
2. Implement strategies to get **customer input** (e.g., customer surveys) to inquire about experiences, obtain feedback, understand priorities, and learn preferred communication modes.
3. **Connect with our County residents** and businesses by engaging with them regularly at local events, press releases, news stations and communications that highlight how the District is serving them.
4. Provide services that are accessible and cost-effective to customers including use of the District’s **website** to transact business.
5. Instill a districtwide culture that fosters **positive customer experiences**.
6. Improve communications with customers through the following:
 - a. Seeking to understand the customer point of view
 - b. Prioritizing responsiveness to phone calls and electronic inquiries
 - c. Enhancing access and response times through technology, especially as related to emergency situations

Goal E – People & Partnerships: Engage our stakeholders and partners to best protect our water resources and infrastructure and further our shared interests.

Draft Objectives

1. Develop and execute a **Communication Plan** that support the Districts’ outreach to internal and external partners and reflect our shared values and mission.
2. Engage and facilitate **partnerships** to best utilize the District’s assets and promote the District’s legislative positions.
3. Create a **recognizable presence** in the County through thought leadership and rebranding.
4. Continue to develop **relationships with local, regional, state, and federal partners** to manage our District’s risk and leverage our assets.
5. Closely monitor and engage in any relevant **policy** developments.

6. **Partner with other organizations** and water agencies on grant opportunities and policy advocacy.
7. Increase District recognition and expand partnerships' engagement through community events and outreach opportunities.

Goal F – Enduring Organization: Ensure reliable and consistent services through building an evolving organization that reflects the District's values.

Draft Objectives

1. Create efficiencies and long-term cost effectiveness through advancing **technology** and modernizing business practices.
2. Protect our assets through upgrading cyber **security** and on-site security.
3. Ensure proactive **succession planning** to leverage our sustaining staff knowledge and onboard the next generation to inspire stability and innovation.
4. **Invest in employee engagement** and wellness for recruitment and retention.
5. Provide staff with training and professional development opportunities.
6. Develop thought leadership and a **knowledge-sharing** environment rooted in our mission and vision.
7. Enliven our core values and foster a **trusting environment** through the Strategic Plan as our guiding force for decision making and reflecting our "Why We Serve."
8. Evaluate the District's essential staffing and priorities, and employ District staff, partnerships, vendors, and consultants to align with strategic priorities and to provide the **most effective service**.
9. Develop a District that our customers value and our Board and staff are proud to serve through a **recognizable and respected brand**.
10. Value the **workforce** that enables us to deliver on the Strategic Plan goals and objectives and upholds the core values the District is committed to.
11. Provide **transparency** by communicating frequently and broadly to unite our workforce and execute a living Strategic Plan through work that matters to our county-wide interests.