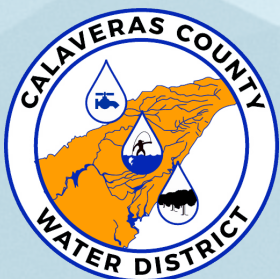


Calaveras County
Water District

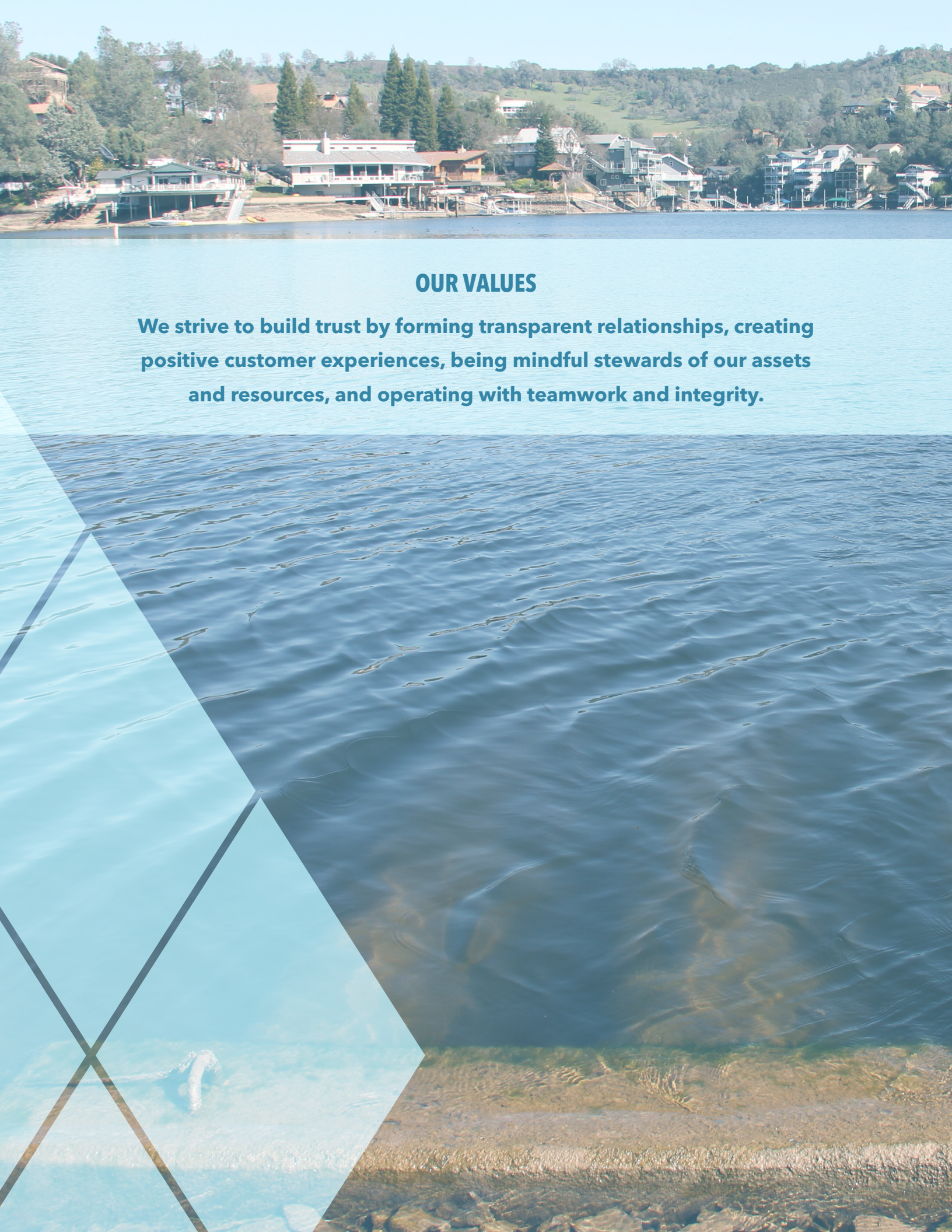
STRATEGIC PLAN

2021–2026+

April 28, 2021



ccwd.org



OUR VALUES

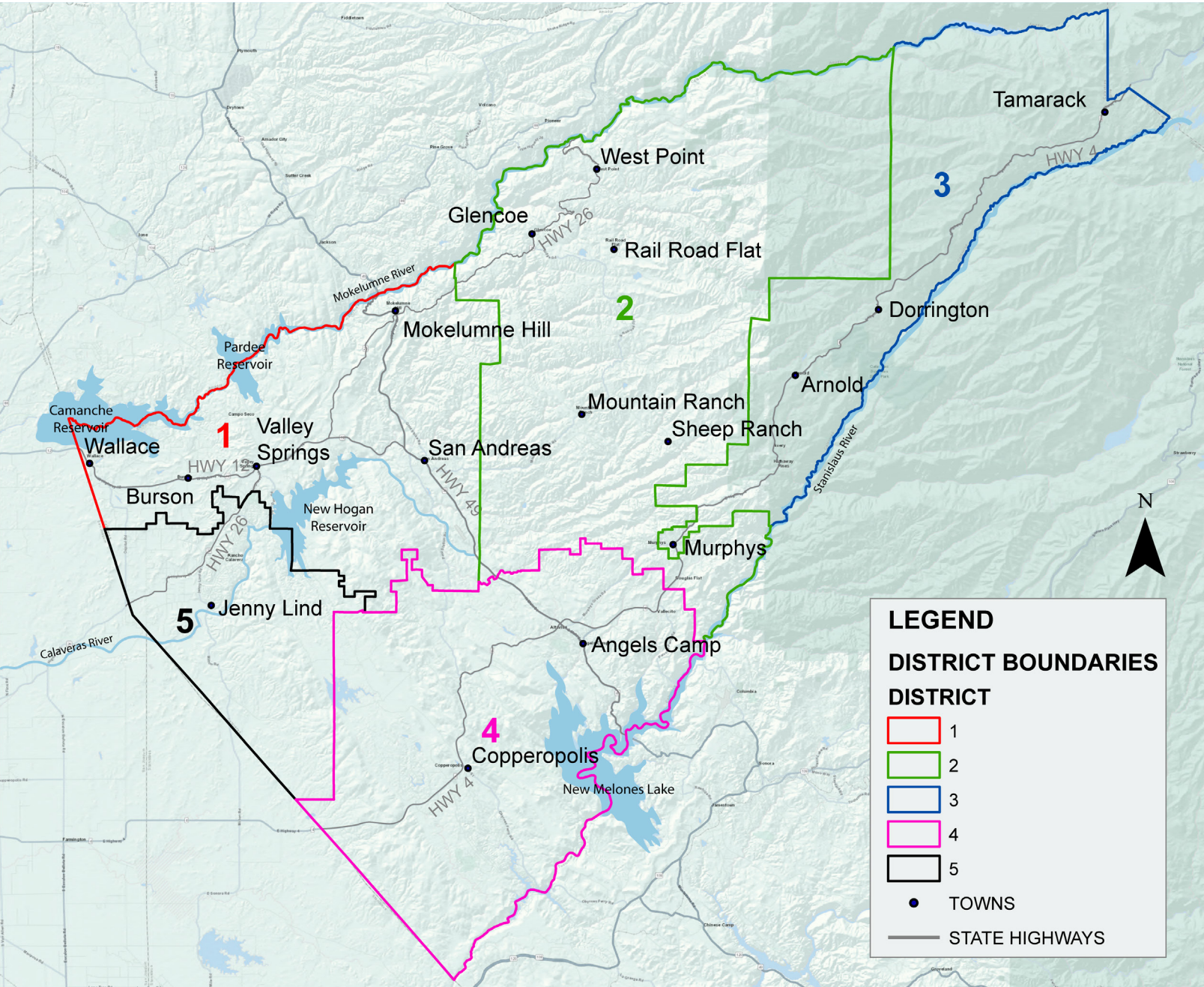
We strive to build trust by forming transparent relationships, creating positive customer experiences, being mindful stewards of our assets and resources, and operating with teamwork and integrity.



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CCWD DISTRICT DIVISIONS



FOREWORD

The Calaveras County Water District (District) is commemorating its Diamond Jubilee - 75 Years of protecting, enhancing, and developing the county's water resources. The District's 5-Year Strategic Plan 2021-2026+ (SP26+) sets our course to recommit and reinvest in our communities. While the times have changed, the District's mandate continues to be preservation our County's beneficial uses of water for the future growth and prosperity of our towns and support for ranches and farms, as first envisioned at the Calaveras Grange on August 27, 1946.



As a Special District, we recognize our role and responsibility to provide continuous water and wastewater services, resource development and planning, and hydropower asset management for our communities. Calaveras County is home to 46,000 residents and three vibrant watersheds—the Calaveras, Mokelumne, and Stanislaus rivers. Our County is built on robust watershed development that is powered and enriched by clean, renewable, hydropower, resulting from the District's proactive actions decades ago. We will carry this tradition into the next era to modernize our aging infrastructure and to support and connect our greatest assets—our people.

In this era defined by a tragic pandemic and catastrophic wildfires, we are reminded that water supply resiliency and reliable wastewater services are critical to our everyday lives and serve as fundamental building blocks for our communities. That is why we came together to develop this strategic plan and articulate the most important opportunities to protect and enhance our life-giving water resources. Beyond drinking water and irrigation, reliable and resilient water management is also critical to our watersheds to nurture healthy forests and prevent wildfires.

We recognize that our water assets need to be reinforced due to increasing drought vulnerability, more stringent state regulations, and economic stressors. We must manage our capital improvements for water reliability while at the same time maintaining affordable water for our communities to thrive. Our Board of Directors and District staff pledge to collaboratively protect our vital water resources and build a responsive and durable organization through the following goals:

- Positive Customer Experience
- Fiscal Responsibility
- Operational Integrity
- Effective Programs, Projects, and Initiatives
- Valued People & Partnerships
- Enduring Organization

As a countywide cornerstone, the District looks forward to serving this community for the next 75 years and beyond. With advanced planning through the SP26+ we can confidently achieve our greatest opportunities while protecting our most vital resources.

Sincerely,

Jeff Davidson
Board President

Richard Hibbard
Labor Union President

Michael Minkler
General Manager

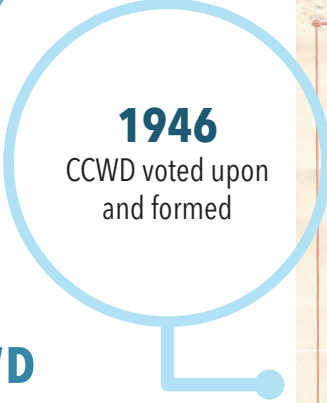
HISTORY OF THE CALAVERAS COUNTY WATER DISTRICT

Calaveras County Water District (District) was formed on August 27, 1946, when 97 percent of the voting population affirmed it was needed **“for the purpose of assisting residents of Calaveras County in establishing and protecting their water resources.”**

The first resolution, adopted in 1947, was a decision by the Board of Directors to file applications for water rights on the North Fork Stanislaus, Calaveras, and Mokelumne rivers - primary sources still supplying water to our customers today.

View [CCWD Through the Years](#) on the timeline below.

CCWD THROUGH THE YEARS



1946

CCWD voted upon and formed

1947

Applications for water rights on North Fork Stanislaus, Calaveras, and Mokelumne rivers

1964

Original Ebbetts Pass water system constructed

1967

Jenny Lind water treatment plant constructed

1972

CCWD assumed responsibility for countywide wastewater planning and providing wastewater services to unsewered communities

1979

Established recreational use of White Pines Lake
Sheep Ranch and West Point water treatment plants constructed

1984

Construction of Arnold sewer collection system and wastewater treatment plant

1946

1950

1960

1970

1980

SEVENTY-FIVE YEARS LATER

Over the past 75 years, the District has grown along with the communities we serve. CCWD is a not-for-profit public agency providing water service to over 13,000 municipal, residential, and commercial customers, and wastewater collection and treatment service to about 5,000 customers. The District operates facilities throughout the County - from Copperopolis to Camp Connell and from Wallace to West Point - and many communities in between. Calaveras County voters still determine who governs the District by electing the Board of Directors. The five-member Board of Directors, each elected to four-year terms, represent distinct geographic districts to promote constituent access to their elected representatives.

CCWD is no stranger to change. The District has survived many challenges and celebrated many successes over the last 75 years. Shifting circumstances, whether driven by legislation, climate, or local economics, are a way of life in the water, wastewater, and hydropower sectors. CCWD is constantly evolving to meet the challenges of the day and prepare for an uncertain future. **Through it all, CCWD’s commitment remains the same: to protect and responsibly manage our shared water resources for the benefit of Calaveras County residents.**

1986

New Hogan Power Project completed

1990

North Fork Stanislaus Hydroelectric Development Project completed

Ebbetts Pass water treatment plant constructed

Formed Assessment District 604 for La Contenta wastewater infrastructure

1996

Founding member of the Utica Water and Power Authority

1998

Copper Cove water treatment plant constructed

2006

Jenny Lind water treatment plant expansion

2012

Wallace Water and Sewer consolidated into CCWD

2013

Created an annual scholarship program for County high school seniors

2014

Partnered with other local water agencies to form Calaveras Conserves in response to historic drought conditions

2015

Fly-In Acres consolidation and Blue Lake Springs wholesale water supply agreement

2017

Founding member of the multi-agency Eastside Groundwater Sustainability Agency to protect the Eastern San Joaquin Groundwater Subbasin

2021

Celebrated 75 years of service to Calaveras County by completing a new strategic plan to chart the course for the District’s future.



1990

2000

2010

2020

MISSION, VISION, AND VALUES

Our Mission, Vision, and Values reflect who we are, who we want to be, and how we plan to get there. They were developed through a collaborative process including surveys and interviews of District leaders, staff, and the Board of Directors. They were refined and revisited over a series of meetings and workshops including the Board, District staff, county representatives, adjacent agencies, and the public. Our Mission, Vision, and Values provide a guidepost for our collective future. They will inform the actions the District takes and inform decisions we make moving forward.

OUR MISSION

Protect, enhance, and develop Calaveras County's water resources and watersheds to provide safe, reliable, and cost-effective services to our communities.



OUR VISION

To be a trusted leader, to collaborate with our valued partners, and provide healthy, innovative, and resilient water resource solutions.



DEFINING OUR VALUES

The District's Board of Directors and staff recognize the unique roles and shared partnership required to ensure the implementation of the SP26+. Together we developed and embrace the following core values to work together and collaborate to ensure the successful delivery of the District's mission and shared vision for a resilient water future.

OUR VALUES

- **We seek to create a positive customer experience.**
- **We are transparent in our relationships.**
- **Communication is the foundation upon which we build.**
- **We are mindful stewards of our assets and resources.**
- **Inclusive teamwork is fundamental to our success.**
- **We operate with integrity.**
- **We value the health, wellbeing, and safety of our employees and their dedicated contributions.**
- **We adapt to changing conditions by assessing risk and seizing opportunity.**

*We strive to **build trust** by forming **transparent** relationships, creating **positive** customer experiences, being **mindful stewards** of our assets and resources, and operating with **teamwork** and **integrity**.*

GOALS AND OBJECTIVES

The District, through an inclusive process involving more than 50 combined directors, staff (past and present), and public, received input through an online survey, three Board Workshops, and individual interviews to identify District opportunities and challenges anticipated in the next five years. The SP26+ Goals and priority Objectives were designed to leverage the District's identified opportunities as well as minimize the impact of anticipated threats.

The District's goals are as follows and are informed by priority objectives that will be measured on the successful implementation and delivery of the SP26+ objectives over the next five years:

- **Customer Experience:** Build trust and demonstrate value to customers with responsive service and positive experiences.
- **Fiscal Responsibility:** Prioritize investments based on risk and benefit to our communities and fulfill the District's services commitments.
- **Operational Integrity:** Ensure District operations deliver efficient and reliable water and wastewater services.
- **Program, Projects, and Initiatives:** Implement programs, projects, and initiatives to ensure water reliability for the prosperity and wellbeing of our residents, businesses, and watershed.
- **People & Partnerships:** Engage our stakeholders and partners to best protect our water resources and infrastructure and further our shared interests.
- **Enduring Organization:** Ensure reliable and consistent services through building an evolving organization that reflects the District's values.



The presentation of the Goals and accompanying priority Objectives described in the following sections do not imply an order of importance as the District recognizes that a holistic and integrated approach is vital to serving our customers and meeting the needs of today and tomorrow. The Customer Experience Goal is listed first in recognition of the District's primary reason for existing - to serve our customers - but the goals and objectives are not in order of priority as each one is uniquely important.

◆ CUSTOMER EXPERIENCE ◆

Goal: Build trust and demonstrate value to customers with responsive service and positive experiences.

Paramount to the District’s success is ensuring top-notch water and wastewater services to the public through excellent customer service. The District’s strong relationship with our customers and partners including ratepayers, the County, adjacent water agencies, policy makers, regulators, and state and federal technical and funding partners is the outcome of prioritizing public service.

Objectives to support the District’s Customer Experience Goal are presented below.

CUSTOMER EXPERIENCE OBJECTIVES

- CE-01 Instill a districtwide culture that fosters positive customer experiences.
- CE-02 Improve communications with customers through the following:
 - a. Seeking to understand the customer point of view to improve District service
 - b. Prioritizing responsiveness to phone calls and electronic inquiries
 - c. Enhancing access and response times through technology, especially as related to emergency situations
- CE-03 Implement strategies to get customer input (e.g., customer surveys) to inquire about experiences, obtain feedback, understand priorities, and learn preferred communication modes.
- CE-04 Engage customers and educate on District’s achievements through local venues and outreach.
- CE-05 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.
- CE-06 Provide services that are accessible and cost-effective to customers to transact business including use of the District’s website, telephone, and in-person services.



◆ FISCAL RESPONSIBILITY ◆

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

The District makes a concerted effort to ensure capital improvements are keeping pace with aging infrastructure and connectivity to our customers. To maintain our options and provide consistent deliveries, it is important to provide funding and create partnerships throughout our region to leverage funding opportunities offered by federal and state sources to match our capital expenditures program. Other opportunities include leveraging our long-term investment in hydropower to fund water and power for our residents. In anticipation of upcoming FERC relicensing on the District’s two hydropower projects, we will evaluate how this process will benefit the community countywide.

Objectives to support the District’s Fiscal Responsibility Goal are presented below.

FISCAL RESPONSIBILITY OBJECTIVES

- FR-01 Develop and commit to a long-term financial strategy and framework to fund the projects identified in the Capital Improvement Plan (CIP) and other long-term District obligations and needs.
- FR-02 As part of our financial strategy, create alternative funding and financing through grants and partnerships to execute our CIP for short, mid- and long-term investments.
- FR-03 Develop and align annual budgets with prioritized projects and CIP that can be implemented based on value added and benefit to District customers.
- FR-04 Develop best management practices for budget forecasts and tracking, and base decisions on data-driven outcomes that define and reflect value and cost effectiveness.
- FR-05 Review financial budget systems and tools and update if needed.
- FR-06 Commit to responsible financial decisions during our day-to-day operations.
- FR-07 Maintain our legislative mandate to charge the appropriate fees to provide reliable services.
- FR-08 Communicate the District’s fiscal obligations and accountability to our customers through transparency and effective public outreach.



◆ OPERATIONAL INTEGRITY ◆

Goal: Ensure District operations deliver efficient and reliable water and wastewater services.

Modernization of our water and wastewater systems is no small undertaking. It is critical that we maintain our systems for reliable delivery with a diversity of water supplies including surface and groundwater. The District has 75 years of serving our Calaveras County residents, businesses, and agri-business – our challenges will continue to be to stay ahead of regulations and aging infrastructure that may impact the District’s ability to provide reliable service. Cyber-security and physical security of our assets is paramount to provide continuous service – it is the behind-the-scenes as well as above and underground water assets that ensure water reliability.



Objectives to support the District’s Operational Integrity Goal are presented below.

OPERATIONAL INTEGRITY OBJECTIVES

- OI-01 Ensure our infrastructure is operated and maintained to fully realize its expected life span.
- OI-02 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.
- OI-03 Develop Standard Operating Procedures and improve technology that will create efficiencies, reduce costs and risks, and ensure consistency throughout the District.
- OI-04 Rehabilitate or replace aging infrastructure to increase reliability, capacity, and efficiencies.
- OI-05 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.
- OI-06 Monitor and adapt to emerging and existing regulatory requirements and mandates.
- OI-07 Communicate on the District’s operational efforts to effectively deliver water and wastewater services.

◆ PROGRAMS, PROJECTS, AND INITIATIVES ◆

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

The SP26+ process identified a number of programs, projects, and initiatives that are critical to ensuring county-wide water reliability. One of the District's identified challenges is the need to build a more resilient supply to offset threats from unpredictable extreme weather and imminent dry years due to climate variability. Other threats due to climate include the increasing trend of more lethal fire hazards, due to dry years impacting our healthy forests and watersheds, as well as lack of water for overall fire-fighting. The District's investment in improving the health of our forests and watersheds will pay forward to protect lives, property, and the environment.

Objectives to support the District's Programs, Projects, and Initiatives Goal are presented below.

PROGRAMS, PROJECTS, AND INITIATIVES OBJECTIVES

- PI-01 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 short- and long-term processes.
 - 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.
- PI-02 Responsible management of groundwater resources countywide and evaluating opportunities for conjunctive use.
 - a. Continue to participate in groundwater management to protect the District's interests.
 - b. Comply with the state-mandated Sustainable Groundwater Management Act (SGMA) for areas overlying the Eastern San Joaquin subbasin.
- PI-03 Evaluate feasibility of and implement plan to secure new water storage (e.g., conjunctive use) for water supply reliability and resiliency.
- PI-04 Consider water transfers and exchanges, as allowed by our permitted water rights, consistent with the District's integrated water management strategy.

PI-05 Protect, develop, and extend the District’s water rights including, but not limited to, the specific objectives below to ensure countywide water reliability and resilience.

- 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 areas such as White Pines Lake and San Antonio Creek.
- e. Extend potable water service to underserved and underrepresented areas.
- f. Work collaboratively with other water rights holders to protect our collective interests.



PI-06 Protect our watersheds to adapt to climate change, promote healthy forests for wildfire protection and water yield, protect water quality, and ensure sustainability.

PI-07 Pursue sustainable water supply projects such as recycled water.

PI-08 Develop a comprehensive energy strategy to generate revenue or decrease cost of operations.

PI-09 Continue to implement water conservation initiatives such as customer outreach, leak detection, and infrastructure replacement.

PI-10 Maintain up-to-date District policies.

PI-11 Continue to offer our low-income Payment Assistance Program.

PI-12 Educate and engage our communities about the District’s commitment to healthy watersheds and forests.



◆ PEOPLE & PARTNERSHIPS ◆

Goal: Engage our stakeholders and partners to best protect our water resources and infrastructure and further our shared interests.

People and partners are our greatest assets and include our District employees who can provide the greatest opportunities and minimize our risks. Maintaining open and transparent communication is at the heart of maximizing the effectiveness of our relationships. This holds true for communications within and outside of the District to our constituents and other interested parties.

Objectives to support the District’s People & Partnerships Goal are presented below.

PEOPLE & PARTNERSHIP OBJECTIVES

- PP-01 Develop and execute a Communication Plan that supports the District’s outreach to internal and external partners and reflects our shared values and mission.
- PP-02 Engage and facilitate partnerships to best utilize the District’s assets and promote the District’s legislative positions.
- PP-03 Create a recognizable presence in the County through thought leadership and rebranding.
- PP-04 Continue to develop relationships with local, regional, state, and federal partners to manage our District’s risk and leverage our assets.
- PP-05 Closely monitor and engage in any relevant policy developments that affect the District.
- PP-06 Continue to partner with other organizations and water agencies on grant opportunities and policy advocacy.
- PP-07 Increase District recognition and expand partnerships’ engagement through community events and outreach opportunities.



◆ ENDURING ORGANIZATION ◆

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

District staff manage and maintain an enduring organization and provide the expertise to understand where our greatest opportunities are to be cost-effective and efficient while executing the District's greatest priorities. One chief risk to the District is losing the institutional knowledge that we rely on to keep the systems running smoothly. In order to ensure a strong organization, the District will focus on succession planning that transitions the District without disruption.

Objectives to support the Enduring Organization Goal are presented below.

ENDURING ORGANIZATION OBJECTIVES

- EO-01 Develop a District that our customers value and our Board and staff are proud to serve through a recognizable and respected brand.
- EO-02 Create efficiencies and long-term cost effectiveness through advancing technology and modernizing business practices.
- EO-03 Protect our assets through upgrading cyber security and on-site security.
- EO-04 Ensure proactive succession planning to leverage our sustaining staff knowledge and integrate the next generation to inspire stability and innovation.
- EO-05 Invest in employee engagement and wellness for recruitment and retention.
- EO-06 Provide staff with training and professional development opportunities.
- EO-07 Develop thought leadership and a knowledge-sharing environment rooted in our mission and vision.
- EO-08 Enliven our core values and foster a trusting environment through the Strategic Plan as our guide for decision making and every aspect of our operations.
- EO-09 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.
- EO-10 Value the workforce that enables us to deliver on the Strategic Plan goals and objectives and upholds the District's core values.
- EO-11 Develop and utilize performance metrics for District activities and implementation of the Strategic Plan.
- EO-12 Provide transparency by communicating frequently and broadly to unite our workforce and execute a living Strategic Plan through work that matters.

PARTICIPANTS

On behalf of Calaveras County Water District, we want to thank those who contributed to the SP26+ process including:

DISTRICT BOARD OF DIRECTORS

- Scott Ratterman, Division 1
- Cindy Secada, Vice President / Division 2
- Bertha Underhill, Division 3
- Russ Thomas, Division 4
- Jeff Davidson, President / Division 5

DISTRICT STAFF

District Staff listed below participated in the development of the Strategic Plan or attended SP26+ Workshops:

- Brad Arnold, Water Resources Manager
- Holly Boehme, Customer Service Rep II
- Tiffany Burke, Administrative Technician Sr.
- Pat Burkhardt, Construction & Maintenance Manager
- Rebecca Callen, Director of Administrative Services
- Jesse Hampton, Plant Operations Manager
- Richard Hibbard, District Treatment Plant Operator / Union President
- Rebecca Hitchcock, Executive Assistant / Clerk to the Board
- Kate Jesus, Engineering Coordinator
- Stacey Lollar, Human Resources Manager
- Michael Minkler, General Manager
- Charles Palmer, District Engineer
- Jessica Self, External Affairs Manager
- Kelly Soulier-Doyle, Accounting Technician II
- Damon Wyckoff, Director of Operations
- Many other staff members who participated through anonymous surveys

OTHER PARTICIPANTS

- Albert Alt, Calaveras County Administrator
- Ellen Cross, Strategy Driver, Inc.
- Shane Dante, Foothills Conservatory
- Larry Diamond, Retired District Assistant General Manager
- Mellissa Eads, Angels Camp City Manager
- David Eggerton, Former District General Manager / ACWA Executive Director
- Larry McKenney, Amador Water Agency
- Maria Pascoal, GEI Consultants, Inc.
- Ed Pattison, Tuolumne Utilities District
- Matt Weber, General Counsel, Downey Brand
- John Woodling, GEI Consultants, Inc.

CCWD
serving for the next 75 years...





Calaveras County Water District

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