

Calaveras County Water District

2003 STRATEGIC PLAN

Adopted June 11, 2003

By

The Board of Directors

**To Be Reviewed Annually
To Be Re-Written by January, 2007**

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CALAVERAS COUNTY WATER DISTRICT PRELIMINARY STRATEGIC PLAN
(062603)

OBJECTIVES	STRATEGIES	RECOMMENDED ACTIONS/TECHNIQUES	RESPONSIBILITY/TIMING
LEVEL 1 OBJECTIVES AND IMPLEMENTATION MEASURES			
Public Outreach/Communication			
<p>Improve CCWD's relationship with the public so that: (1) it becomes more productive and constructive; and (2) the District's credibility is enhanced and maintained</p>	<p>■ Establish an organized and systematic public outreach and information capability within the District to develop effective two-way communication between the CCWD and its public</p>	<ol style="list-style-type: none"> 1. Form a Public Outreach Committee (POC) to oversee/organize communication and consultation with the public. 2. Upgrade and update the existing website to include more stories about CCWD initiatives to solve the problems/issues that it is mandated to address and progress reports on CCWD accomplishments in this regard. Improve linkage to County website to promote better interagency information exchange and to clarify the respective roles and responsibilities of the CCWD vs. the County for the public. Notify CCWD customers by direct mail about the upgraded website and how to access it. <ul style="list-style-type: none"> • Consider adding streaming video of relevant meetings, public service announcements and public affairs programs to compensate for lack of cable coverage in parts of the service area. 3. Develop a quarterly newsletter and disseminate it to all customers. 4. Ensure that office and field staff can and do maintain the current level of customer service and continually seek to improve that level of service. 	<p>General Manager POC and Grants Technician. Begin: Underway End: Ongoing</p> <p>Systems Administrator and POC. Begin: Underway End: Ongoing</p> <p>General Manager, POC Grants Technician and Systems Administrator. Begin: Underway. 1st newsletter out 04-03 End: Ongoing</p> <p>Begin/End: Ongoing</p>
Public Outreach/Communication (Cont'd)			

OBJECTIVES	STRATEGIES	RECOMMENDED ACTIONS/TECHNIQUES	RESPONSIBILITY/TIMING
		<p>5. Utilize the local cable access channel to improve customer awareness about what the CCWD does and to educate ratepayers about water/wastewater-related policy choices facing the community:</p> <ul style="list-style-type: none"> • West Point = Volcano Telecommunications • Rancho & Ebbetts Pass = AT&T Cable • Copperopolis = Unknown <p>6. Strengthen/expand the existing public outreach and education efforts for schools in order to promote better water use awareness and understanding of the CCWD’s mission in the community.</p> <p>7. Initiate a monthly column in the local newspaper on water/wastewater items of interest and tie in CCWD accomplishments including those of staff.</p> <p>8. Expand in-person contact and consultation with District customers via techniques such as neighborhood <i>focus groups</i>, <i>town hall meetings</i>, etc.</p> <p>9. Establish a legislative advocacy capability in Sacramento and Washington, D.C. to protect and promote the interests of the District and its ratepayers.</p> <p>10. Implement baseline survey and follow-up tracking polls of customers to obtain feedback about public attitudes regarding CCWD performance and water-related issues facing the community.</p> <p>11. Use public outreach/information techniques to enable ratepayers to better understand:</p> <ul style="list-style-type: none"> • Regulatory compliance and non-compliance aspects of rates (Must-do vs. want-to-do items) • The building blocks and foundational components of rates 	<p>Customer Services Manager. Begin: Now and ongoing</p> <p>Grants Technician Begin: Now End: Ongoing</p> <p>Assistant General Manager. Begin: Now End: Ongoing</p> <p>General Manager and POC Begin: Underway End: Ongoing</p> <p>General Manager and Board President Begin: Now End: Ongoing</p> <p><i>Responsible Party: Finance Director</i> <i>Begin: January 04</i> <i>End: January 05</i></p> <p>General Manager and POC Begin: Now End: Ongoing</p>

Public Outreach/Communication (Cont'd)

OBJECTIVES	STRATEGIES	RECOMMENDED ACTIONS/TECHNIQUES	RESPONSIBILITY/TIMING
	<p>■ <i>Conduct District business in full public view and having provided the opportunity for full public participation.</i></p>	<ul style="list-style-type: none"> • The lack of subsidy for rates • Contribution of property tax to the CCWD budget and rate structure <p>Include upcoming CCWD newsletter in this effort.</p> <p>12. Develop an accounting system that supports better reporting to the public about financial items related to the District's rate structure. Include new line items on bills to make ratepayers aware of regulatory compliance surcharges.</p> <p>13. Increase public education and awareness of ratepayers about ongoing changes in water quality regulations.</p> <p>14. <i>The Board will receive, in open public forums, all information it needs to make fully informed business decisions.</i></p>	<p>Finance Director and Budget Finance Mgr. Begin: 04-03 End: 12-31-03</p> <p>General Manager Begin: Now End: Ongoing</p> <p>General Manager Begin: Now End: Ongoing</p>

CCWD Mission

<p>Clearly define the CCWD's mission going forward and achieve agreement about it among the District's Board and executive staff.</p>	<p>■ Re-examine the future of the CCWD's sewer mission</p>	<p>1. Hold Board/staff study session(s) to explore the pros/cons of a range of future scenarios for CCWD involvement in wastewater management.</p>	<p>Responsibility: General Manager to initiate <i>Begin: May 03</i> End: Until resolution</p>
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CCWD Mission (Cont'd)

OBJECTIVES	STRATEGIES	RECOMMENDED ACTIONS/TECHNIQUES	RESPONSIBILITY/TIMING
	<p>■ Use quantifiable measures to clearly define the level of service CCWD will provide with respect to water/wastewater to establish the limits of service for reliable operations.</p>	<p>2. Prepare memo on level of service standards and cost options for review by CCWD Board</p>	<p>Responsibility: O&M Superintendent Begin: Late spring 2003. End: Early fall 2003</p>

Infrastructure, Planning and Regulatory Compliance

<p>Achieve a high degree of reliability and efficiency in the operation of the District's water and wastewater facilities</p>	<p>■ Upgrade and modernize the District's aging and deteriorated infrastructure to ensure smooth and reliable service.</p>	<p>1. Inventory the existing condition of the CCWD's infrastructure. (GASB 34)</p> <p>2. Develop a capital replacement and rehabilitation program based on the results of the 12-31-03 system inventory and identify level of preventative maintenance.</p> <p>3. Identify and then fund a preventive maintenance program to maximize the life of current and future CCWD facilities and infrastructure</p> <ul style="list-style-type: none"> • Identify the level of preventive maintenance that is appropriate for the District and a process and timeline for achieving it • Prepare a comprehensive analysis of consolidating wastewater collection and treatment facilities as a cost saving measure <p>4. Continue to rely on the feedback/warnings from field staff to identify high priority infrastructure repair/replacement items.</p>	<p>Finance Director and District Engineer Begin: Now End: April 04</p> <p>O&M Superintendent Begin: May 04 after system inventory has been completed End: October 04</p> <p>O&M Superintendent Begin: Now End: 06-30-04</p> <p>CCWD Board Complete By: June 04</p> <p>O&M Superintendent & Gen. Manager Complete By: 01-31-04</p> <p>O&M Superintendent Begin: Underway End: Ongoing</p>
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Infrastructure, Planning and Regulatory Compliance (Cont'd)

OBJECTIVES	STRATEGIES	RECOMMENDED ACTIONS/TECHNIQUES	RESPONSIBILITY/TIMING
<p>Ensure that CCWD's decisions, policies, initiatives and plans maintain their relevance by being responsive to changing social and economic trends in Calaveras County and evolving federal and state regulatory requirements</p>	<p>■ Become more cognizant of population growth and land use trends in the Districts service area and Calaveras County as a whole and incorporate this understanding more fully into CCWD planning and decision making.</p>	<p>5. <i>Define, as a matter of policy, the level at which CCWD treatment facilities are operated - - ranging from minimizing plant operating costs to optimizing plant capability.</i></p> <p>6. Get staff and Board up-to-date on current land use and population growth trends, as the District last examined local growth patterns in 1996, and continue to attend utilities coordination meetings.</p> <ul style="list-style-type: none"> • Invite County Planning Director to brief the CCWD on county buildout scenario and projections <p>7. Initiate a regular PERC (Project Evaluation and Review Committee) with the County as a way to reach out to County staff; begin to coordinate CCWD planning with County initiatives and repair what has been a poor relationship.</p> <p>8. Engage newly-hired CCWD engineering staff to make sure that the District is proactive about its interests in the local development and environmental review process.</p> <p>9. Hold periodic briefings with the County Board of Supervisors (BOS) to stay current about the direction of growth and development in the County and to keep the BOS up-to-date about proposed CCWD plans and policies.</p> <p>10. Explore the CCWD's role in agricultural uses and environmental issues in the County. Look at Sierra Business Council as possible source of information on rural sustainability.</p> <p>11. Ensure that the CCWD Board's policies are based on clear regarding water, wastewater and growth, and that decisions are sound criteria rather than arbitrary considerations.</p> <ul style="list-style-type: none"> • Cite ordinances and strategic plan (when completed) • Evaluate policies in light of current operations. 	<p>CCWD Board Completed By: 01-31-04</p> <p>General Manager Begin: Immediately End: September 03</p> <p>General Manager Begin: Immediately End: September 03</p> <p>District Engineer Begin: Now End: Ongoing</p> <p>General Manager Begin: July 03 End: Ongoing</p> <p>General Manager and Assistant General Manager Begin: Now End: Ongoing</p> <p>Executive Committee and General Manager Begin: Now End: Ongoing</p>

OBJECTIVES	STRATEGIES	RECOMMENDED ACTIONS/TECHNIQUES	RESPONSIBILITY/TIMING
	<p>■ <i>Develop a water distribution network to serve the entire county</i></p> <p>■ Reduce/eliminate the disconnect between ratepayers and the District regarding water/wastewater rates and the rate structures.</p> <p>■ Develop policies and initiatives which recognize that CCWD operations and those of other publicly-owned water agencies will continue to be subject to increasingly stringent regulatory requirements.</p>	<p>12. <i>Develop 100-year water supply and demand master plan</i></p> <p>13. <i>Identify</i> <i>a) projects with the highest Benefit to Cost ratio</i> <i>b) projects that address the greatest need</i></p> <p>14. Explore the possibility of using contract agricultural and industrial water sales to mitigate rates.</p> <p>15. Re-evaluate the equity of the rate structure for customers to include strength factors</p> <p>16. Anticipate impending regulatory changes by establishing direct line of communication with regulators and incorporating this into agency planning and decision making.</p> <p>17. Lobby for sensible regulations by networking with other water agencies in this region, especially Amador and mountain counties and by keeping regulators informed regarding District problems, proposed solutions and ratepayer views and attitudes toward these.</p> <p>18. Provide more staff development and training designed to increase regulatory compliance.</p> <ul style="list-style-type: none"> • <i>Sponsor cooperatively with local sister agencies local training workshops to provide operators with soon-to-be required continuing education hours.</i> <p>19. Move to a fully automated regulatory compliance reporting system.</p>	<p><i>General Manager</i> <i>Begin: Budget FY 3/4</i> <i>End: June 04</i> <i>District Engineer</i> <i>Begin: June 04</i> <i>End: December 04</i></p> <p>General Manager and Assistant General Manager Begin: Now (underway) End: Ongoing</p> <p>O&M Superintendent and Gen. Manager Begin: 07-03 End: 12-31-03</p> <p>O&M Supervisor and General Manager Begin: Now End: Ongoing</p> <p>General Manager + <i>O&M Superintendent</i> Begin: Now End: Ongoing</p> <p>O&M Supervisor Begin: Now End: Ongoing</p> <p><i>General Mgr, Assistant General Mgr, + O&M Superintendent.</i> <i>Begin: Now</i> <i>End: ongoing</i></p> <p>O&M Supervisor Begin: 07-01-03 End: Ongoing</p>

OBJECTIVES	STRATEGIES	RECOMMENDED ACTIONS/TECHNIQUES	RESPONSIBILITY/TIMING
Infrastructure, Planning and Regulatory Compliance (Cont'd)			
	<p>■ Accelerate the pace of master planning to ensure sound long-term operations and efficient day-to-day management of the District.</p>	<p>20. Fully staff up the engineering department by filling the current vacancy.</p> <p>21. <i>Complete engineering and financial master planning)</i></p> <p>22. <i>Develop priority list for Master Plan-recommended improvements</i></p> <p>23. Expedite master plan environmental review by using Program EIRs to accomplish environmental evaluation where possible.</p> <p>24. Conduct a comprehensive assessment of District real estate/facilities to determine optimal utilization and future needs.</p>	<p>District Engineer and Assistant General Manager Begin: Underway End: When position filled</p> <p>General Manager Begin: Now End: March 04</p> <p>General Manager & District Engineer Begin: April 04 End: 06-30-04</p> <p>General Manager Begin: Now End: Ongoing</p> <p>Assistant to General Manager with input from O&M Superintendent and General Manager Begin: 07-01-03 End: 12-31-03</p>
Water Rights			
<p>Optimize the management of the CCWD's water resources for the benefit of the agency and its ratepayers.</p>	<p>■ Inventory CCWD water resources and water rights to develop an accurate picture of the agency's assets</p>	<p>1. Collect information from private consultants and in-house data source into one database to be used as the District's "water bible." Plot the locations of District water resources using a GIS.</p>	<p>Assistant to General Manager, Assistant General Manager, and Systems Administrator for GIS and database Begin: Now End: 06-04</p>
Water Rights (Cont'd)			

OBJECTIVES	STRATEGIES	RECOMMENDED ACTIONS/TECHNIQUES	RESPONSIBILITY/TIMING
		<p>2. As water resources under the District’s stewardship become identified, develop plans to determine their potential economic value; protect, preserve and enhance the promising assets.</p> <ul style="list-style-type: none"> • Classify and rank each according to entitlements and value <p>3. Use legislative advocacy for community benefit with respect to water rights. Consider regionalizing this effort by sharing advocacy costs with other local water agencies that have similar interests, especially Tuolumne and Amador Counties.</p>	<p>Assistant General Manager and General Manager Begin: Underway End: June 04</p> <p>General Manager, Assistant General Manager, and legislative committee Begin: Underway End: Ongoing</p>

LEVEL 2 OBJECTIVES AND IMPLEMENTATION MEASURES

Watershed Planning and Management

<p>Accomplish the District’s mission while protecting the environment.</p>	<p>■ Know and understand the environmental status of the water resources under the District’s stewardship.</p>	<p>1. For each of the promising CCWD water resources identified as a result of the District’s water rights inventory, determine what the environmental risks are to the continuation of those entitlements.</p> <ul style="list-style-type: none"> • Conduct the environmental studies needed to support sound watershed management with the understanding that those studies depend on the receipt of grants. 	<p>Responsibility: General Manager Begin: 3-16-03 with Assistant GM trip to Washington, D.C. where one of the objectives will be to identify and secure possible grants. End: Ongoing</p>
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CCWD Administration

<p>Improve the effectiveness of the District’s administrative functions to optimize organizational efficiency.</p>	<p>■ Modernize and redesign District administrative space to improve its functionality and, as a result, staff efficiency; optimize the use of the CCWD’s real property.</p>	<p>1. Initiate a study of the CCWD’s administrative space needs and alternatives.</p> <p>2. Master plan existing District land for optimal results.</p>	<p><i>Responsibility: General Manager with input from O&M Superintendent</i> Begin: 07-01-03 End: 10-31-03</p> <p>Responsibility: General Manager with input from O&M Superintendent Begin: 07-31-03 End: 12-31-03</p>
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CCWD Administration (Cont’d)

OBJECTIVES	STRATEGIES	RECOMMENDED ACTIONS/TECHNIQUES	RESPONSIBILITY/TIMING
	<p>■ Carry out fiscal operations and analyses in a more efficient, systematic manner</p>	<p>3. <i>The CCWD Board will review rates, charges and taxes with a 10-year financial planning horizon and gradual adjustments in mind.</i></p> <p>4. <i>Evaluate all projects/programs to identify low benefit-to-cost ratio efforts for potential restructuring or possible elimination.</i></p> <p>5. <i>Review fiscal reserves, and establish a policy on reserve funding levels.</i></p> <p>6. <i>Establish a policy on developer funded improvements.</i></p> <p>7. <i>Restructure District loan portfolio to get to “normal” industry standard bond covenants and tests to allow the District to achieve a more advantageous bond rating and enhance its borrowing potential should debt financing ever be needed.</i></p> <p>8. <i>Work with sister agencies to share specialized staff such as safety officers, radio technicians and purchasing agents.</i></p>	<p><i>CCWD Board Begin: Ongoing End: Ongoing with Budget adoption and mid year review</i></p> <p><i>District Engineer + Finance Director + O&M Superintendent Begin: Now End: Ongoing</i></p> <p><i>CCWD Board Completion By: September 03</i></p> <p><i>CCWD Board Completed By: September 03</i></p> <p><i>Finance Director Timing: As opportunities occur</i></p> <p><i>General Manager & Asst. General Manager Begin: Now End: Ongoing</i></p>