



**RESOLUTION NO. 2021-01
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, January 8, 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,,946863501#](#) United States

Phone Conference ID: 946 863 501#

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
Cindy Secada, Vice President
Scott Ratterman, Director Bertha Underhill, Director Russ Thomas, Director

3. Board Workshop

3a Presentation and Discussion on Strategic Planning

4. NEXT BOARD MEETINGS

- Wednesday, January 13, 2021, 1:00 p.m., Regular Board Meeting
- Wednesday, January 27, 2021, 1:00 p.m., Regular Board Meeting

5. ADJOURNMENT

Agenda Item

DATE: January 8, 2021
TO: Board of Directors
FROM: Michael Minkler, General Manager
RE: Strategic Business Plan Workshop

RECOMMENDED ACTION:

For information and discussion only.

SUMMARY:

Strategic plans can be important tools to help guide organizations through changing circumstances and challenges. They can provide a unified vision and a set of shared values that can be foundational for future decision-making. Furthermore, the process of developing a strategic plan can be tremendously valuable in and of itself, especially after significant staff turnover, as in CCWD's case.

CCWD last adopted a "Strategic Business Plan" in August of 2011. Recent changes in staffing and several other internal and external drivers present an opportune time to undertake a new strategic planning effort that can help the District navigate during times of uncertainty. Significant staff turnover, the COVID-19 crisis, and Public Safety Power Shutoffs are recent examples of unique challenges to providing essential services, such as water delivery and wastewater treatment. Strategic Planning will afford a timely opportunity for District staff, the Board, and key strategic stakeholders to reinforce mission and values-based decision making.

The GEI team comes with a tremendous amount of experience in strategic planning for water agencies. They have already conducted several planning meetings, surveys of staff and directors, and individual interviews with directors. Today will be the first of three Board Workshops to engage the Board, staff, and the public in the strategic planning process.

FINANCIAL CONSIDERATIONS:

None at this time.

*Attachment: Workshop Agenda
SP26 Survey Results PowerPoint
SP26 Mission, Vision, and Values Discussion PowerPoint*

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

OBJECTIVES

- Understand Strategic Plan 2026 (SP26+) Approach + Schedule
- Review Survey Results
- Develop Mission, Vision, and Values
- 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	<i>Understand Meeting Objectives</i>
8:45 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 	Woodling	<i>Understand SP26+ objectives and schedule</i>
9:00 AM	REVIEW SURVEY RESULTS <ul style="list-style-type: none"> • Summary presentation 	Pascoal	<i>Understand survey results</i>
9:15 AM	ENVISIONING CCWD'S MISSION + VISION <ul style="list-style-type: none"> • Envision CCWD's future with a renewed Mission & Vision that expresses the District's purpose and drive 	Cross	<i>Develop Mission + Vision that reflect CCWD's next 5 years</i>
10:30 AM	CAPTURING CCWD'S VALUES <ul style="list-style-type: none"> • Develop the District's Core Values and how CCWD will carry out its Vision both within and external to the District 	Cross	<i>Develop Values that instill the District's ethos and how the District will carry forth its business</i>
11:15 AM	NEXT STEPS <ul style="list-style-type: none"> • Confirm Approach + Schedule • Identify Information Needed • Verify Next Steps 	Woodling	<i>Understand next steps</i>
11:30 AM	ADJOURN		

**CALAVERAS COUNTY WATER DISTRICT
STRATEGIC PLAN 2021-2026 (SP26+) BOARD WORKSHOP
JANUARY 8, 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
Daymond Wykoff	Operations Director
Jessie Hampton	WWTP/WTP Operator
Pat Burkhart	Construction & Maintenance Manager
Rebecca Callan	Director of Admin Services
Brad Arnold	Water Resources Manager
Charles Palmer	District Engineer
Jessica Self	External Affairs
CONSULTANTS	
John Woodling	Project Manager, GEI
Maria Pascoal	Engagement & Outreach, GEI
Ellen Cross	Facilitation, Strategy Driver




CCWD Strategic Plan 2026+ Survey Results

Friday, January 8, 2021

1




SURVEY OVERVIEW



TOPICS

- Mission
- Vision
- Values
- Goals and Objectives
- Desired Results and Outcomes
- Significant Threats and Challenges
- Opportunities to Leverage
- Definition of Success
- Suggestions



Results consolidated and summarized

Total Responses
34

Thank you for participating!


2

MISSION

The Mission Statement concentrates on the present; it defines the stakeholder(s), critical processes and it informs you about the desired level of performance.

The District’s mission currently states:


“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.”



MISSION

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Question 1: Does the mission written above adequately define the District’s current purpose?



Answer Choices	Responses	
Yes	80%	24
No	20%	6
Total		30

MISSION

4

If No, please provide comments and/or an edited version of the existing mission or provide a new mission for consideration.



Common Responses

- Include additional services (hydro, watershed management, wastewater)
- Speak to how District is part of a larger / collaborative / regional effort
- Include District's drivers, not services only
- Hard work
- Safety
- Reliability
- Cost effectiveness
- Mission should be simplified / too detailed

MISSION

5

VISION

A Vision Statement focuses on the future; it is a source of inspiration and motivation. Often it describes not just the future of the organization but the future of the industry or society in which the organization hopes to achieve.



Currently, the District does not have a Vision Statement.

VISION

6

Question 2: Please suggest three bullet points on what you envision as significant descriptors to the District's future.



Common Responses	
• Collaborative	• Industry leader / partner
• Community-oriented	• Innovative
• Cost effective	• Integrated
• Customer-oriented	• Net-zero energy
• Eco-friendly	• Regulatory compliance
• Efficient	• Responsible
• Forward thinking / modern	• Sustainable
• High-quality water	• Technologically advanced
• Infrastructure	• Trusted

Outliers
• Economic growth
• Safety

VISION

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VALUES

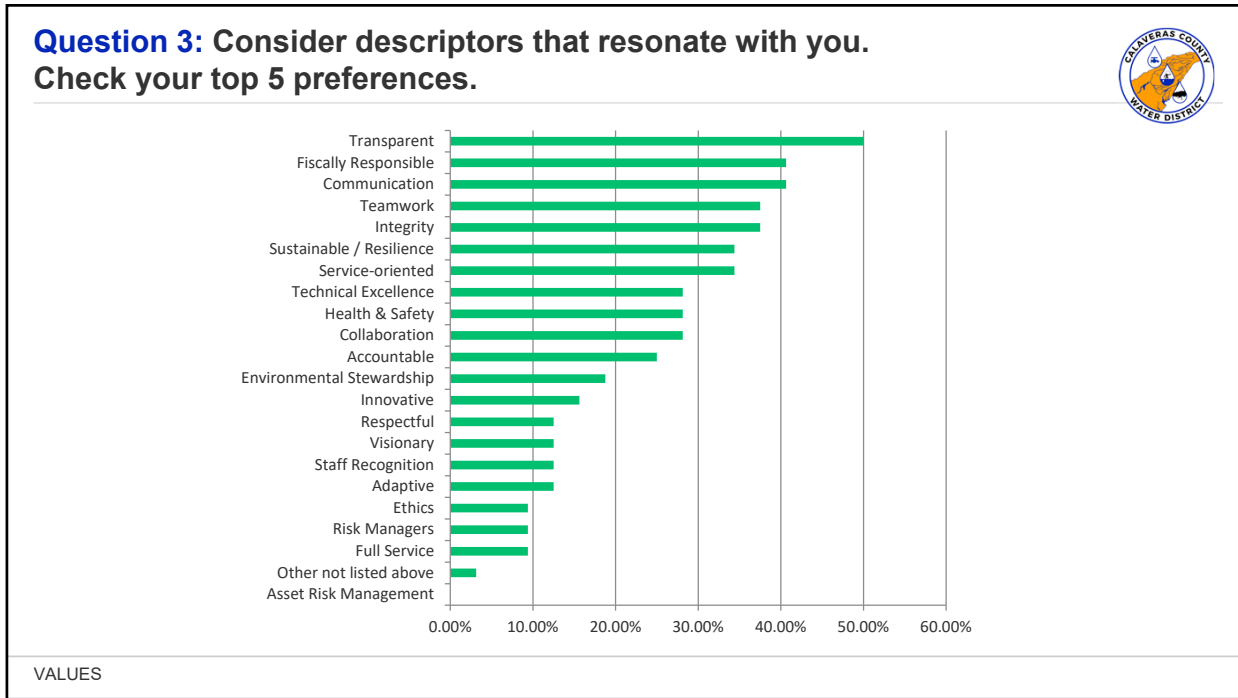


Following is a list of values that many water agencies have used to define the way in which they conduct their business, services, and delivery.

The District currently has not stated its Core Values.

VALUES

8



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Q3, cont.: Consider descriptors that resonate with you. Check your top 5 preferences.

Transparent	16	Innovative	5
Communication	13	Staff Recognition	4
Fiscally Responsible	13	Visionary	4
Teamwork	12	Respectful	4
Integrity	12	Adaptive	4
Service-oriented	11	Full Service	3
Sustainable / Resilience	11	Ethics	3
Technical Excellence	9	Risk Managers	3
Health & Safety	9	Asset Risk Management	0
Collaboration	9	Other not listed above	1
Accountable	8	<i>(leadership)</i>	

VALUES

10

Q3, cont.: Please describe why you chose each of the values descriptors below.



Descriptor	Most Common Reasons Given
Transparent (16)	<ul style="list-style-type: none"> Increases trust Encourages communication Internal and External are both important
Communication (13)	<ul style="list-style-type: none"> Foundational / makes all aspects of business smoother Internal and External are both important
Fiscally Responsible (13)	<ul style="list-style-type: none"> Foundational / provides stability Required by rate payers
Teamwork (12)	<ul style="list-style-type: none"> Determining factor for success Builds strong relationships
Integrity (12)	<ul style="list-style-type: none"> Reassures public and organization Supports all other values
Service-oriented (11)	<ul style="list-style-type: none"> Customers are a top priority Rate payers keep the organization running
Sustainable / Resilience (11)	<ul style="list-style-type: none"> Top long-term priority Must be adaptable for future conditions

VALUES

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GOALS AND OBJECTIVES



The Goals of an organization are overarching direction or achievements the organization wants to accomplish that may be considered long term outcomes. Objectives are the measure of progress and what specific actions needs to happen to achieve the long-term outcome.


Question 4: Please take this opportunity to review the priority areas below and offer three priority actions for each of the areas that are important to you and with which you are familiar.

GOALS AND OBJECTIVES

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Water Resources Management

Suggested Priority Actions



Recurring Themes
• Grant writing
• Partnerships
• Water rights <i>(protection, development, extensions)</i>
• Water supply resilience


Outliers
• Diversion management
• Identify opportunities through SGMA

GOALS AND OBJECTIVES

13

Watershed Management

Suggested Priority Actions



Recurring Themes
• Active partnership / participation with other organizations
• Climate change adaptation
• Forest management / wildfire protection*
• Wetlands

Outliers
• Community education
• Inflow management


* >50% of total suggestions were related to this topic

GOALS AND OBJECTIVES

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Hydropower

Suggested Priority Actions



Recurring Themes
• Consider CCWD operation of plants
• Evaluate how hydropower can generate additional income
• FERC preparedness


Outliers

GOALS AND OBJECTIVES

15

Operations & Maintenance (water and wastewater)

Suggested Priority Actions



Recurring Themes
• Cross-train staff
• Increased communication
• Standardization of practices / procedures
• Technological improvements for increased efficiency
• Workload management


Outliers

GOALS AND OBJECTIVES

16

Infrastructure (water and wastewater)

Suggested Priority Actions



Recurring Themes
• Increased capacity
• Increased efficiency
• Prioritize projects
• Sustainable funding
• Upgrade or rehab aging facilities


Outliers
• Acquisition of smaller suppliers
• Keep current with technology

GOALS AND OBJECTIVES

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Customer Experience

Suggested Priority Actions



Recurring Themes
• Conduct customer surveys*
• Gain trust
• Increase usability of website for customers (self-service options)
• Improve customer service / phone response
• Improve internal/ external communications
• Keep rates affordable and demonstrate value to ratepayers

Outliers
• Customer appreciation events / days


*most common response

GOALS AND OBJECTIVES

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Policy Engagement and Advocacy

Suggested Priority Actions



Recurring Themes
• Closely monitor and engage in any potential regulations/ policies that may affect District & customers
• Consider dedicated staff or lobbyist to interact with State
• Continue to develop relationships with regulatory / legislative leaders
• Timely, proactive public outreach


Outliers
• Data and information sharing with statewide organizations
• Involve youth / students
• Customer-focused policy development (e.g., SB998)
• Identify and develop new policy or legislative solutions to District challenges

GOALS AND OBJECTIVES

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Strategic Partnerships

Suggested Priority Actions



Recurring Themes
• Increase partnership at all levels (federal, state, regional)
• Maintain active role in local community groups, agencies, and organizations
• Partner with other water service providers for projects and grant opportunities
• Stay aware of key events/ efforts and increase attendance/ participation


Outliers
• Promote the consolidation of County organizations

GOALS AND OBJECTIVES

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Employee Engagement and Wellness

Suggested Priority Actions



Recurring Themes
• Employee recognition
• Employee appreciation events
• Increased engagement across programs and roles
• Increased communication and transparency
• Value employee wellness/ health/ work-life balance


Outliers
• Rotate staff at the various facilities

GOALS AND OBJECTIVES

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Fiscal Responsibility

Suggested Priority Actions



Recurring Themes
• Align financing with CIP
• Data-driven decision making
• Improved budgeting tools/ systems
• Long-term infrastructure financing
• Proactive strategic budget management


Outliers
• Explore opportunities for public budget tables and graphs on the website
• Centralize purchasing by consolidating vendors
• Positive feedback regarding existing budget review and tracking efforts

GOALS AND OBJECTIVES

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Create a Sustainable Organization

Suggested Priority Actions




Recurring Themes
• Employee morale
• Succession planning and knowledge-sharing
• Alternative funding sources and careful spending
• Employee training
• Build trust (internal and external) / be open to input
• Allow SP26+ to help guide decision-making

Outliers
• Detailed plan for infrastructure rehab/ replacement
• Safety program

GOALS AND OBJECTIVES

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Question 5: List the three most significant results/outcomes the District should accomplish in the next five years.



Recurring Themes
• Improved communication (internal and external)
• Infrastructure rehab projects with budgets to implement
• Funding sources
• Customer satisfaction
• FERC timeline on-track
• Identify & implement water transfer/storage/banking opportunities

Outliers
• Radio-read meters
• Phase out fleet vehicles with electric

DESIRED RESULTS AND OUTCOMES

24

Question 6: What are the three most significant threats/ challenges the District currently faces and how should we address them?



Frequently Mentioned Threats	Solutions offered
Aging infrastructure	<ul style="list-style-type: none"> Address critical areas first RnR Program implementation Copperopolis Reclamation Plant needs immediate attention
Succession planning	<ul style="list-style-type: none"> Advance planning Improve knowledge transfer
Dissatisfied customers	<ul style="list-style-type: none"> Answer all telephone calls in-person (not a recording) Train employees / communicate expectations
FERC relicensing	<ul style="list-style-type: none"> Relationship building Funding strategy
Under-staffing	<ul style="list-style-type: none"> Reduce employee turnover by improving morale Additional entry-level staff
Security	<ul style="list-style-type: none"> Cyber security upgrades Install or upgrade security systems on sites

THREATS & CHALLENGES

25

Q6, cont.: What are the three most significant threats/ challenges the District currently faces and how should we address them?



Frequently Mentioned Threats	Solutions offered
Natural or other disasters (wildfire, climate change, economic)	<ul style="list-style-type: none"> Watershed-level planning Leverage grant funding Build resiliency through storage, transfers, and contractual agreements
Barriers to internal cooperation	<ul style="list-style-type: none"> Increased communication Transparency Accountability Supervisor training


Other threats mentioned:

- Employee turnover
- Reliable power
- Expenses outpacing revenue
- Increased environmental restrictions/regulations
- Water loss
- Water rights

THREATS & CHALLENGES

26

Question 7: What are the three most significant opportunities the District could leverage?




Recurring Themes
<ul style="list-style-type: none"> • Funding <ul style="list-style-type: none"> – Hydropower – Sell ag water via slurry line – Pursue grant opportunities
<ul style="list-style-type: none"> • FERC relicensing
<ul style="list-style-type: none"> • Forming strong partnerships – internal and external
<ul style="list-style-type: none"> • Staff-related <ul style="list-style-type: none"> – Employee satisfaction – Succession planning

Outliers
<ul style="list-style-type: none"> • Contract with NCPA
<ul style="list-style-type: none"> • Increase stakeholder engagement
Empty row

OPPORTUNITIES

27

Question 8: What does success look like for the District in five years?



Recurring Themes
<ul style="list-style-type: none"> • Secure funding with balanced budget
<ul style="list-style-type: none"> • Improved customer satisfaction and trust
<ul style="list-style-type: none"> • Increased staff collaboration and satisfaction
<ul style="list-style-type: none"> • Progress/completion of infrastructure rehab/replacement projects
<ul style="list-style-type: none"> • Public understanding of District’s purpose, successes, and how rates were spent to improve the system for customers


Additional definitions:

<ul style="list-style-type: none"> • Better technology for customers • Fully staffed management and field teams • Completed water transfer • Rebranding 	<ul style="list-style-type: none"> • Progress on FERC Relicensing • Collaboration with other agencies • Use of Mission, Vision, and Values as reference for decision-making
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DEFINE SUCCESS

28

Question 9: Is there anything the District should stop doing right now?



General Themes


- Stop moving forward without standardization of data files and file types
- Stop using hard copies and paper documents (go digital)

Additional suggestions:

- Reflect on successes/challenges
- Keep essential positions fully staffed
- Share information openly
- District serves some low-income areas; discourage raising rates
- Ensure adequate resources are available and prioritize projects based on value and benefit

SUGGESTIONS

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Thank you again for your participation in the
CCWD Strategic Plan 2026+ Survey

Your thoughtful comments will shape the priorities and actions included in the Plan!


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CCWD Strategic Plan 2026+ Mission, Vision, and Values Discussion

Friday, January 8, 2021

1



EXISTING MISSION STATEMENT

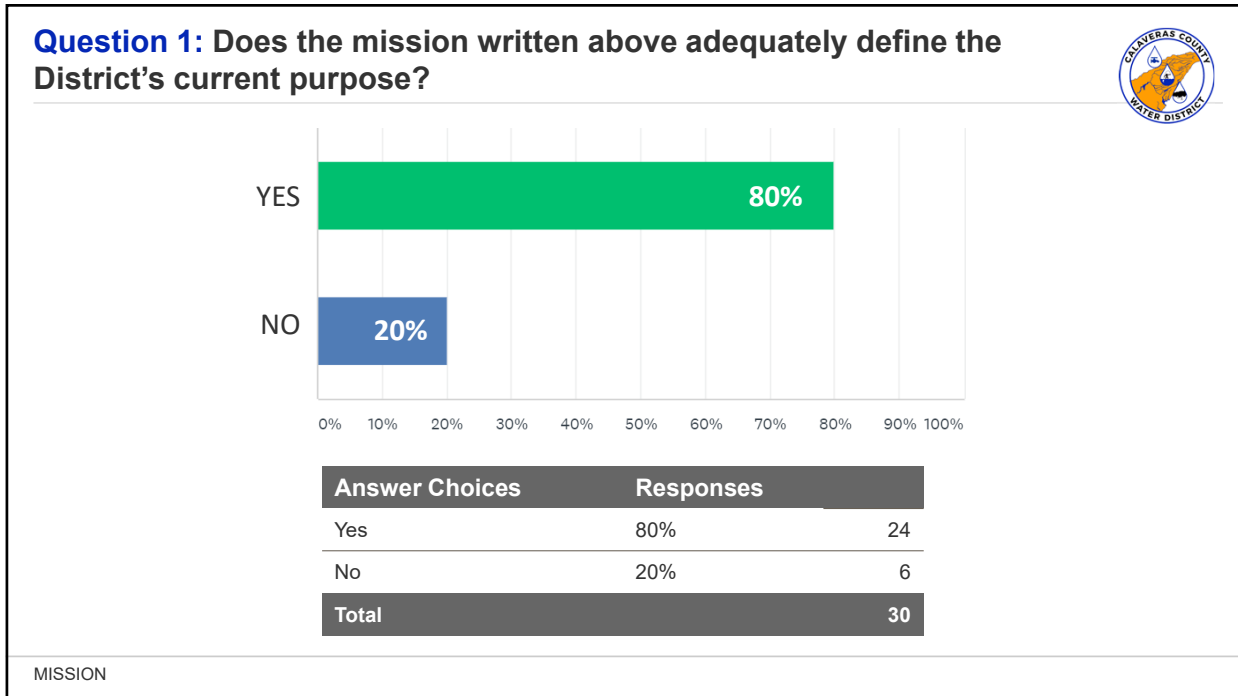
The Mission Statement concentrates on the present; it defines the stakeholder(s), critical processes and it informs you about the desired level of performance.

The District’s mission currently states:

“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.”

MISSION

2



3


If No, please provide comments and/or an edited version of the existing mission or provide a new mission for consideration.

Common Responses

- Include additional services (hydro, watershed management, wastewater)
- Speak to how District is part of a larger / collaborative / regional effort
- Include District's drivers, not services only
- Hard work
- Safety
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MISSION

4



DRAFT MISSION STATEMENTS


Existing
“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.”

Suggestion 1
“**CCWD** is dedicated to protecting, enhancing and developing **Calaveras County’s water resources for safe, reliable, and cost-effective water and wastewater services with** responsible **watershed** management.”

Suggestion 2
“**CCWD protects, enhances, and develops Calaveras County’s** water resources to the highest beneficial use for **our community and delivers safe, reliable, and cost-effective services to our customers.**”

MISSION

5



VISION

A Vision Statement focuses on the future; it is a source of inspiration and motivation. Often it describes not just the future of the organization but the future of the industry or society in which the organization hopes to achieve.

Currently, the District does not have a Vision Statement.

VISION

6

Question 2: Please suggest three bullet points on what you envision as significant descriptors to the District’s future.



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• Forward thinking / modern	• Sustainable
• High-quality water	• Technologically advanced
• Infrastructure	• Trusted

Outliers
• Economic growth
• Safety

VISION

7

DRAFT VISION STATEMENTS



A Vision Statement focuses on the future; it is a source of inspiration and motivation. Often it describes not just the future of the organization but the future of the industry or society in which the organization hopes to achieve.

Existing
NONE

Suggestion 1

“Our vision is to lead and collaborate with our partners to provide innovative water resources solutions to sustain the health and resilience of our community.”

Suggestion 2

“Our vision is to provide thoughtful leadership to service our community with resilient water resources and to promote healthy watersheds for our collective safety and well-being.”

VISION

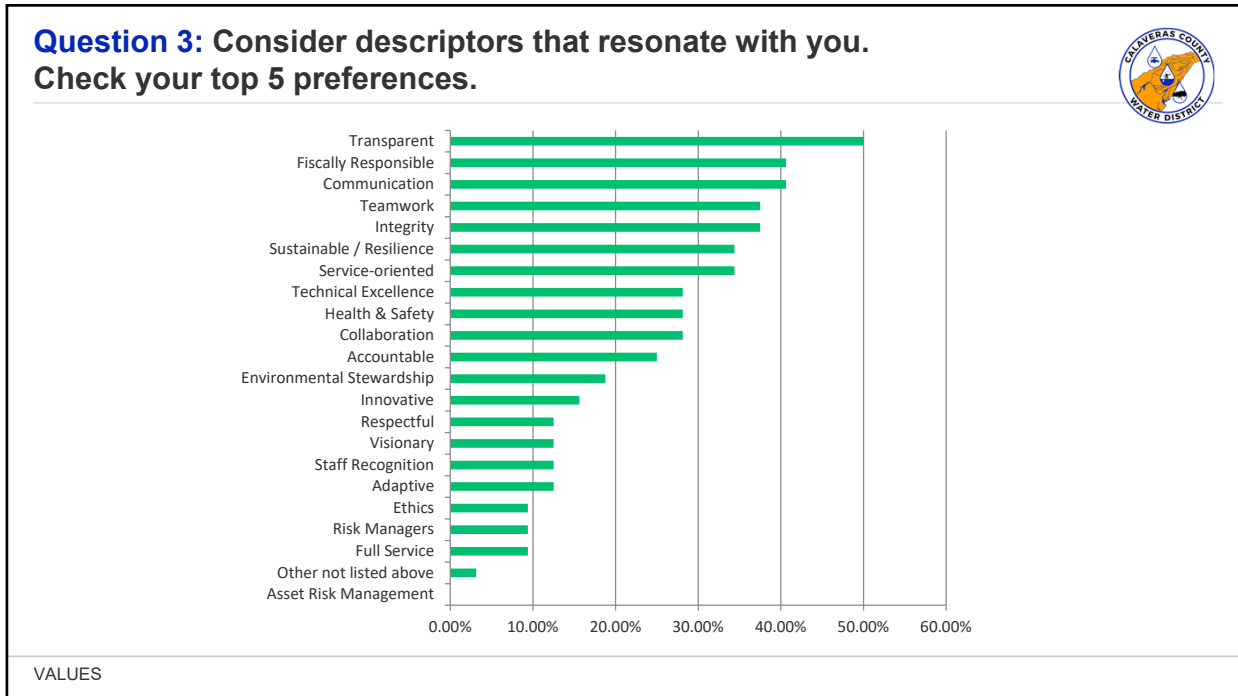
8

WORKING MISSION AND VISION	
MISSION	VISION
<p>Suggestion 1 “CCWD is dedicated to protecting, enhancing and developing Calaveras County’s water resources for safe, reliable, and cost-effective water and wastewater services with responsible watershed management.”</p> <p>Suggestion 2 “CCWD protects, enhances, and develops Calaveras County’s water resources to the highest beneficial use for our community and delivers safe, reliable, and cost-effective services to our customers.”</p>	<p>Suggestion 1 “Our vision is to lead and collaborate with our partners to provide innovative water resources solutions to sustain the health and resilience of our community.”</p> <p>Suggestion 2 “Our vision is to provide thoughtful leadership to service our community with resilient water resources and to promote healthy watersheds for our collective safety and well-being.”</p>
VISION	

9

VALUES
<p>Core values support the mission and vision. They communicate what’s important and define the way in which the organization conducts business, services, and delivery.</p> <p style="text-align: center;"><i>The District currently has not stated its Core Values.</i></p>
VALUES

10



11

Q3, cont.: Consider descriptors that resonate with you. Check your top 5 preferences.

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VALUES

12

Q3, cont.: Please describe why you chose each of the values descriptors below.



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Sustainable / Resilience (11)	<ul style="list-style-type: none"> Top long-term priority Must be adaptable for future conditions

VALUES

13

DRAFT VALUES STATEMENTS



Core values support the mission and vision. They communicate what's important and define the way in which the organization conducts business, services, and delivery.

Value: Transparency

Example: *We are transparent in our relationships.*

Value: Communication

Example: *Communication is the foundation upon which we build.*


Value: Fiscal Responsibility

Example: *We are mindful stewards of our rate payers' investment.*

GOALS AND OBJECTIVES

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DRAFT VALUES STATEMENTS



Core values support the mission and vision. They communicate what's important and define the way in which the organization conducts business, services, and delivery.

Value: Teamwork
Example: *Teamwork is fundamental to our success.*

Value: Integrity
Example: *We operate with integrity.*

Value: Service-oriented
Example: *We proactively engage and serve our customers.*

Value: Sustainability / Resiliency
Example: *We adapt to changing conditions by assessing risk and seizing opportunity.*

GOALS AND OBJECTIVES

15



Thank you for your participation in the
CCWD Strategic Plan 2026+
Mission, Vision, and Values Discussion

Your thoughtful comments will shape the priorities and
actions included in the Plan!

16