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."

BOARD WORKSHOP:
Wednesday, May 28, 2014
9:00 a.m.

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

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 five minutes per person.

3. ### CONSENT AGENDA
   The following items are expected to be routine / non-controversial. Items will be acted upon by the Board at one time without discussion. Any Board member may request that any item be removed for later discussion.

4.* ### OLD BUSINESS

   4a   Discussion / Action regarding District Position on SB 1199 - Mokelumne River Wild and Scenic Rivers Act Designation
   (Mitchell Dion, General Manager)

BOARD OF DIRECTORS

Scott Ratterman, President   Jeff Davidson, Vice President
Robert Dean, Director   Don Stump, Director   Dennis Dooley, Director

5. **STRATEGIC PLAN DEVELOPMENT WORKSHOP**
(Mitchell Dion, General Manager and Jeffrey Meyer, Director of Administrative Services)

- Summary of the Strategic Plan
- Overview of the Strategic Planning Process
- Strategic Plan Vision

6.* **BOARD REPORTS / INFORMATION / FUTURE AGENDA ITEMS**

7. **NEXT BOARD MEETINGS**

- Wednesday, June 11, 2014, 9:00 a.m., Regular Board Meeting
- Wednesday, June 25, 2014, 9:00 a.m., Board Workshop

8. **CLOSED SESSION**

Public Employee Performance Evaluation – General Manager
Government Code §54957

9. **REPORTABLE ACTION FROM CLOSED SESSION**

10. **ADJOURNMENT**

CALAVERAS COUNTY WATER DISTRICT

Board of Directors

District 1	Scott Ratterman
District 2	Robert Dean
District 3	Don Stump
District 4	Dennis Dooley
District 5	Jeff Davidson

Legal Counsel
Burke, Williams and Sorensen, LLP

Downey Brand:
  Kevin O'Brien
  Matthew Weber
  Jennifer Madden

Financial Services
Umpqua Bank
US Bank
Wells Fargo Bank

Auditor
Bryant L. Jolley, CPA

CCWD Committees
*Engineering Committee
*Finance Committee
*Legislative Committee
*Highway 4 Corridor Committee
 Executive Committee *(ad hoc)*
 Operations Headquarters Committee *(ad hoc)*
 Tunnel Tap Committee *(ad hoc)*

Membership**
Davidson / Dooley (alt. Stump)
Stump / Ratterman (alt. Dean)
Dean / Davidson (alt. Stump)
Stump / Dooley (alt. Ratterman)
Ratterman / Davidson (alt. Dooley)
Davidson / Stump
Stump / Dooley

Joint Power Authorities
Calaveras-Amador Mokelumne River Authority (CAMRA)
Calaveras Public Power Agency (CPPA)
Upper Mokelumne River Watershed Authority (UMRWA)
ACWA / JPIA

Dean / Ratterman (alt. Stump)
Larry Diamond (alt. Dooley)
Stump (alt. Dean)
Ratterman (alt. Dean)

Other Regional Organizations of Note
Mountain Counties Water Resources Association (MCWRA)
Mokelumne River Association (MRA)
Calaveras County Parks and Recreation Committee
Tuolumne-Stanislaus Integrated Regional Water Program
LAFCO

All Board Members
All Board Members
Ratterman (alt. Davidson)
Dean (alt. Dooley)
Ratterman (alt. Davidson)

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* Standing committees, meetings of which require agendas & public notice 72 hours in advance of meeting.
** The 1st name listed is the committee chairperson.

Agenda Item

DATE: May 28, 2014

TO: Mitchell S. Dion, General Manager

FROM: Jeffrey Meyer, Director of Administrative Services

SUBJECT: Strategic Plan Development Workshop

RECOMMENDED ACTION:

For discussion only.

SUMMARY:

It is hard to accomplish anything without a plan. As a public agency, good practice dictates that Districts develop and confirm its strategic objectives in a planning document. A strategic plan process is the tool which focuses upon the alignment or positioning of an agency to achieve long term objectives. A strategic plan is founded upon a mission statement and a vision and ultimately provides the compass direction which supports planning activity will suffice as the road map with progress to be monitored with a macro perspective over longer periods of time. Simply put, a mission statement describes "what we are," whereas the vision states "what we want to be." As the vision is the foundation for strategic plan, it is imperative that the vision is not only achievable with available resources, but that it is aligned with the benefits derived to the District for its ratepayers.

This workshop introduces the first step in the strategic plan review process and includes the following:

- Summary of the Strategic Plan
- Overview of the Strategic Planning Process
- Strategic Plan Vision

To have a successful strategic plan, the District must align itself with its vision and position its actions and resources with the goal of achieving that vision. With continued pressure on its limited resources, as District outfits itself for numerous outside challenges and obstacles, as well as opportunities, it must remain diligent as it is often all too easy to become distracted and wander off course. During the past few months the District has embraced the short-term financial realignment prescribed by the adopted rates providing the pivot towards infrastructure. The outcome of that is the short term (planning window) emphasizing evidence based decisions supported by a

comprehensive data management system with the related efforts for modernizing the utility.

FINANCIAL CONSIDERATIONS:

No direct expenses at this time.

Positive Communication Leads to a Culture of Innovation

By briansooy in May 15th 2014

The word *innovation* has become ubiquitous. Just because something is new – whether it's a mission statement, product, service, or business—doesn't mean it deserves to proclaim itself *innovative*.

Innovation is not about doing an old thing in a new way. It's about creating a new way to do something new, or a new way to do something better. Inherently, innovation must be disruptive – unaccepting of the status quo and committed to transforming a new approach into reality. Innovation isn't just a new way of *doing*. It's a new way of *thinking*.

For any endeavor—a business model, an idea, a desire for social change—to be innovative and achieve greater impact, the first person that needs to be comfortable with the idea of fundamental change is the leader.

How comfortable are you, as a leader, with *new?* Often, we're uncomfortable with new processes and approaches. We're uncomfortable with that which is unfamiliar. We may be uncomfortable with a commitment to communicating more effectively. We're uncomfortable with calculating the results we achieve, for fear they will not measure up to expectations. We're uncomfortable with delegation and with those who challenge our thinking, fearing we will lose control.

How comfortable are you with being disruptive?

As a leader, are you willing to practice the change you expect of your team? Are you willing to truly embrace innovation? Are you willing to be disruptive, not only in how you deliver a product or service, but also in how you instigate change?

Are you willing to change the way you think?

Innovation occurs when we change the way we think, in order to transform the way we (and our customers and stakeholders) behave and experience our product, service, or business.

Are you *ready* to be disruptive?

Innovation requires different processes, performance measurements, models, and metrics. Disruption is one of those uncomfortable processes by which we seek to improve and build upon the positive work that has begun—to refine and push past where we currently stand.

A high-performing organization must dare to be disruptive, particularly in the manner in which it chooses to communicate. It must seek ways to disrupt the expectations of clients and convey the outcomes of its work to new audiences.

Where can you begin to be disruptive? Recognize that your customers or audience choose your product, service, or organization because of what it *means* to them, not because of what you have to offer. Acknowledge that your team will be more engaged when they share your purpose and find deeper meaning in *why* they work.

Creating a culture of communication and innovation will take time. Begin with what you can do today, and one day/one person at a time, you'll nurture your own culture of innovation.

Basic Overview of Various Strategic Planning Models

(Including Basic, Issue–Based, Alignment, Scenario and Organic)

Written by Carter McNamara, MBA, PhD, Authenticity Consulting, LLC. Copyright 1997-2006. Adapted from the Field Guide to Nonprofit Strategic Planning and Facilitation.

There is no one perfect strategic planning model for each organization. Each organization ends up developing its own nature and model of strategic planning, often by selecting a model and modifying it as they go along in developing their own planning process. The following models provide a range of alternatives from which organizations might select an approach and begin to develop their own strategic planning process. Note that an organization might choose to integrate the models, e.g., using a scenario model to creatively identify strategic issues and goals, and then an issues-based model to carefully strategize to address the issues and reach the goals.

The following models include: "basic" strategic planning, issue-based (or goal-based), alignment, scenario, and organic planning.

Model One – "Basic" Strategic Planning

This very basic process is typically followed by organizations that are extremely small, busy, and have not done much strategic planning before. The process might be implemented in year one of the nonprofit to get a sense of how planning is conducted, and then embellished in later years with more planning phases and activities to ensure well-rounded direction for the nonprofit. Planning is usually carried out by top-level management. The basic strategic planning process includes:

1. **Identify your purpose (mission statement)** - This is the statement(s) that describes why your organization exists, i.e., its basic purpose. The statement should describe what client needs are intended to be met and with what services, the type of communities are sometimes mentioned. The top-level management should develop and agree on the mission statement. The statements will change somewhat over the years.

2. **Select the goals your organization must reach if it is to accomplish your mission** - Goals are general statements about what you need to accomplish to meet your purpose, or mission, and address major issues facing the organization.

3. **Identify specific approaches or strategies that must be implemented to reach each goal -** The strategies are often what change the most as the organization eventually conducts more

robust strategic planning, particularly by more closely examining the external and internal environments of the organization.

4. Identify specific action plans to implement each strategy - These are the specific activities that each major function (for example, department, etc.) must undertake to ensure it's effectively implementing each strategy. Objectives should be clearly worded to the extent that people can assess if the objectives have been met or not. Ideally, the top management develops specific committees that each have a work plan, or set of objectives.

5. Monitor and update the plan - Planners regularly reflect on the extent to which the goals are being met and whether action plans are being implemented. Perhaps the most important indicator of success of the organization is positive feedback from the organization's customers.

*Note that organizations following this planning approach may want to further conduct step 3 above to the extent that additional goals are identified to further developing the central operations or administration of the organization, e.g., strengthen financial management.

Model Two - Issue-Based (or Goal-Based) Planning

Organizations that begin with the "basic" planning approach described above often evolve to using this more comprehensive and more effective type of planning. The following table depicts a rather straightforward view of this type of planning process.

Summary of Issue-Based (or Goal-Based) Strategic Planning

(Note that an organization may not do all of the following activities every year.)
1. External/internal assessment to identify "SWOT" (Strengths and Weaknesses and Opportunities and Threats)

2. Strategic analysis to identify and prioritize major issues/goals

3. Design major strategies (or programs) to address issues/goals

4. Design/update vision, mission and values (some organizations may do this first in planning)

5. Establish action plans (objectives, resource needs, roles and responsibilities for implementation)
6. Record issues, goals, strategies/programs, updated mission and vision, and action plans in a Strategic Plan document, and attach SWOT, etc.

7. Develop the yearly Operating Plan document (from year one of the multi-year strategic plan)

8. Develop and authorize Budget for year one (allocation of funds needed to fund year one)

9. Conduct the organization's year-one operations

10.Monitor/review/evaluate/update Strategic Plan document

Model Three – Alignment Model

The overall purpose of the model is to ensure strong alignment among the organization's mission and its resources to effectively operate the organization. This model is useful for organizations that need to fine-tune strategies or find out why they are not working. An organization might also choose this model if it is experiencing a large number of issues around internal efficiencies. Overall steps include:

1. The planning group outlines the organization's mission, programs, resources, and needed support.

2. Identify what's working well and what needs adjustment.

3. Identify how these adjustments should be made.

4. Include the adjustments as strategies in the strategic plan.

Model Four – Scenario Planning

This approach might be used in conjunction with other models to ensure planners truly undertake strategic thinking. The model may be useful, particularly in identifying strategic issues and goals.

1. Select several external forces and imagine related changes which might influence the organization, e.g., change in regulations, demographic changes, etc. Scanning the newspaper for key headlines often suggests potential changes that might effect the organization.

2. For each change in a force, discuss three different future organizational scenarios (including best case, worst case, and OK/reasonable case) which might arise with the organization as a result of each change. Reviewing the worst-case scenario often provokes strong motivation to change the organization.

3. Suggest what the organization might do, or potential strategies, in each of the three scenarios to respond to each change.

4. Planners soon detect common considerations or strategies that must be addressed to respond to possible external changes.

5. Select the most likely external changes to effect the organization, e.g., over the next three to five years, and identify the most reasonable strategies the organization can undertake to respond to the change.

Model Five – "Organic" (or Self-Organizing) Planning

Traditional strategic planning processes are sometimes considered "mechanistic" or "linear," i.e., they're rather general-to-specific or cause-and-effect in nature. For example, the processes often begin by conducting a broad assessment of the external and internal environments of the organization, conducting a strategic analysis ("SWOT" analysis), narrowing down to identifying and prioritizing issues, and then developing specific strategies to address the specific issues.

Another view of planning is similar to the development of an organism, i.e., an "organic," self-organizing process. Certain cultures, e.g., Native American Indians, might prefer unfolding and naturalistic "organic" planning processes more than the traditional mechanistic, linear processes. Self-organizing requires continual reference to common values, dialoguing around these values, and continued shared reflection around the systems current processes. General steps include:

1. Clarify and articulate the organization's cultural values. Use dialogue and story-boarding techniques.

2. Articulate the group's vision for the organization. Use dialogue and story-boarding techniques.

3. On an ongoing basis, e.g., once every quarter, dialogue about what processes are needed to arrive at the vision and what the group is going to do now about those processes.

4. Continually remind yourself and others that this type of naturalistic planning is never really "over with," and that, rather, the group needs to learn to conduct its own values clarification, dialogue/reflection, and process updates.

5. Be very, very patient.

6. Focus on learning and less on method.

7. Ask the group to reflect on how the organization will portray its strategic plans to stakeholders, etc., who often expect the "mechanistic, linear" plan formats.

Basic Overview of Various Strategic Planning Models

Model Types	Characteristics	Planning Steps
Basic	Typically followed by organizations that are extremely small, busy, or have not done much planning Usually used in 1st year of operation Usually carried out by top-level management	1. Identify purpose (mission statement) 2. Identify goals organization must reach to accomplish mission 3. Identify specific approaches or strategies to implement to reach each goal 4. Identify specific action plans to implement each strategy 5. Monitor and update plan
Issue-based	Usually used the basic approach previously More comprehensive, effective Not all steps are done every year Most commonly used	1. Internal & External SWOT 2. Strategic analysis to identify goals 3. Design strategies to address goals 4. Update mission, vision (10-20 years), values 5. Establish annual action plans 6. Record issues, goals, strategies, mission & vision, action plans in strategic plan document and attach SWOT 7. Develop yearly Operating Plan 8. Develop & Authorize yearly Budget 9. Conduct annual operations 10. Monitor/evaluate/update strategic plan
Alignment	Ensures strong alignment among mission and its resources Used to fine-tune strategies or determine why unsuccessful Used if experiencing large number of internal issues and inefficiencies	1. Outline mission, programs, resources and needed resources 2. Identify what's working and what needs adjustment 3. Identify how adjustments will be made 4. Add adjustments to strategic plan
Scenario	Used with other models to ensure planners undertake strategic thinking Useful for identifying strategic issues and goals	1. Select several external forces and imagine related changes which might influence the organization 2. For each change, identify 3 different scenarios that might occur as a result (best-, worse-, reasonable-case scenario) 3. Develop potential strategies for each scenario to respond to potential change 4. Planners soon detect common strategies that must be addressed to respond 5. Select the most likely scenario, identify the most reasonable strategies, update strategic plan

Organic	The "self-organizing" approach Required continual reference to common values, dialoguing around these values, and continued shared reflection around the system's current processes Preferred by certain cultures e.g., Native American Indians Eliminates traditional mechanistic, linear processes	1. Clarify and articulate the organization's cultural values 2. Articulate the vision 3. Quarterly, dialogue about what processes are needed to arrive at vision and what will be done now to the organizations processes 4. Continually remind that this type of naturalistic planning is never "over with" and must process updates frequently 5. Be very, very patient 6. Focus on learning and less on method 7. Ask planners to reflect on how to portray strategic plan to stakeholders

Welcome to Ethics Matters

Mission Statement of Ethics Matters, Inc.

Ethics Matters, Inc. of Queen Anne's County, MD is a nonprofit, nonpartisan educational organization that promotes public understanding of ethical governance.

Ethical governance is fair, transparent, and accountable. It is free from financial conflicts of interest and improper influence. Government officials and employees are guided by ethical standards upheld by an independent ethics commission.
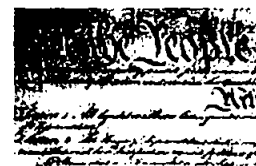
Ethics Matters, Inc. believes that in order to preserve the public's trust in its government, ethical governance should be considered a fundamental right of the people.

Five Principles of Public Service Ethics

1. Public office is a trust; use it only to advance public interests, not personal gain.

2. Make decisions on the merits, free from partiality, prejudice or conflicts of interest.

3. Conduct government openly, efficiently, equitably and honorably so the public can make informed judgments and hold public officials accountable.

4. Honor and respect democratic principles; observe the letter and spirit of laws.

5. Safeguard public confidence in the integrity of government by avoiding appearances of impropriety and conduct unbefitting a public official.

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