

**RESOLUTION NO. 2021-14**  
**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, February 19, 2021  
1:00 p.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,,219824327#](#) United States

Phone Conference ID: 219 824 327#

[Find a local number](#) | [Reset PIN](#)

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**

---

### **BOARD OF DIRECTORS**

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

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.

3. **BOARD WORKSHOP**

3a Presentation and Discussion on Strategic Planning

4. **NEXT BOARD MEETINGS**

- Wednesday, February 24, 2021, 1:00 p.m., Regular Board Meeting
- Wednesday, March 10, 2021, 1:00 p.m., Regular Board Meeting

5. **ADJOURNMENT**

**CALAVERAS COUNTY WATER DISTRICT  
STRATEGIC PLAN 2021-2026 (SP26+) BOARD WORKSHOP #2  
FEBRUARY 19, 2021 1:00PM TO 4:30 PM**

**OBJECTIVES:**

- Understand Strategic Plan 2026 (SP26+) Approach + Schedule
- Finalize Mission, Vision, and Values for Board Vote
- Next Steps/Actions/Information Needed

**AGENDA**

<b>TIME</b>	<b>DESCRIPTION</b>	<b>LEAD</b>	<b>OUTCOME</b>
1:00 PM	<b>INTRODUCTIONS</b> <ul style="list-style-type: none"> <li>• Introduction of SP26+ Team</li> <li>• Meeting Objectives + Agenda</li> </ul>	Minkler / Woodling	<ul style="list-style-type: none"> <li>• Understand Meeting Objectives</li> </ul>
1:15 PM	<b>SP26+ APPROACH + SCHEDULE</b> <ul style="list-style-type: none"> <li>• Review Approach</li> <li>• Review Schedule               <ul style="list-style-type: none"> <li>○ October 28 Board Introduction</li> <li>○ November Survey</li> <li>○ January 8 Workshop #1</li> <li>○ February 19 Workshop #2</li> <li>○ March 19 Workshop #3</li> </ul> </li> </ul>	Woodling	<ul style="list-style-type: none"> <li>• Understand SP26+ Objectives and Schedule</li> </ul>
1:30 PM	<b>CONFIRMING CCWD'S MISSION, VISION + VALUES</b> <ul style="list-style-type: none"> <li>• Finalize and vote on CCWD's Mission, Vision, and Values for the Next 5 Years</li> </ul>	Cross	<ul style="list-style-type: none"> <li>• Adopt CCWD's Mission, Vision, and Values to reflect CCWD's charge and envisioned future, and how we will engage internal and external stakeholders</li> </ul>
1:50 PM	<b>DEVELOP GOALS + OBJECTIVES THAT WILL DELIVER CCWD'S MISSION AND VISION</b> <ul style="list-style-type: none"> <li>• Develop the District's Goals which will enable the Board to direct policy and staff to execute in order to meet CCWD's Mission and Vision for the next 5 years</li> </ul>	Ellen	<ul style="list-style-type: none"> <li>• Develop Goals and Objectives to drive CCWD's mission and vision for the Next 5 Years</li> </ul>
4:15 PM	<b>NEXT STEPS</b> <ul style="list-style-type: none"> <li>• Confirm Approach + Schedule</li> <li>• Identify Information Needed</li> <li>• Verify Next Steps</li> </ul>	Woodling	<ul style="list-style-type: none"> <li>• Understand Next Steps</li> </ul>
4:30 PM	<b>ADJOURN</b>		

**CALAVERAS COUNTY WATER DISTRICT  
STRATEGIC PLAN 2021-2026 (SP26+) BOARD WORKSHOP #2  
FEBRUARY 19, 2021 1:00PM TO 4:30 PM**

**SP26+ PARTICIPANTS**

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

## WORKSHOP #2 – GOALS & OBJECTIVES

Six overarching goals were identified from the strategic planning surveys and interviews. Think of the goals as buckets that will hold multiple objectives in each.

Our tasks today are to:

- Refine each goal with a statement
- Verify that no goals were overlooked

Example objectives are provided below for context. Recurring themes from the surveys and interviews are indicated with **bold** text. These objectives are examples only – fully populating each goal with objectives is the primary activity planned for Workshop #3.

Goals and example objectives are not ranked in any order.

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

*Example Objectives*

- Develop and commit to a **long-term financial strategy** and framework to fund the projects identified in the CIP and other long-term District obligations and needs.
- Create **alternative funding** and financing through **grants** and **partnerships** to execute our CIP for short, mid- and long-term investments.

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

*Example Objectives*

- Leverage **hydropower** projects to benefit the near and long-term priorities for the District and its stakeholders.
- Protect, develop, and extend the District’s **water rights** to ensure countywide water reliability.

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

*Example Objectives*

- Rehabilitate or replace **aging infrastructure** to increase reliability, capacity, and efficiencies and ultimately return on investment.
- 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.

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

*Example Objectives*

- **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.
- Instill a districtwide culture that fosters **positive customer experiences**.

**Goal E – People & Partnerships:** Engage our internal and external stakeholders to optimize opportunities around our shared interests.

*Example Objectives*

- Continue to develop **relationships with local, regional, state, and federal partners** to manage our District's risk and leverage our assets.
- Closely monitor and engage in any relevant **policy** developments.

**Goal F – Sustainable Organization:** Ensure reliable and consistent services through building a sustainable organization that reflects the District's values.

*Example Objectives*

- Protect our assets through upgrading cyber **security** and on-site security.
- Ensure proactive **succession planning** to leverage our sustaining staff knowledge and onboard the next generation to inspire stability and innovation.

**CALAVERAS COUNTY WATER DISTRICT  
STRATEGIC PLAN 2021-2026 (SP26+)  
Workshop #2 – February 19, 2021**

Calaveras County Water District’s updated Mission, Vision, and Values were developed during Strategic Planning Workshop #1 on January 8, 2021. They are presented below for approval to include in the District’s Strategic Plan 2021-2026 (SP26+).

---

**MISSION STATEMENT**

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

**VISION STATEMENT**

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

**VALUES**

- 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 seek to create a positive **customer experience**.
- 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.

**VALUES STATEMENT (optional)**


“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.”



# CCWD Strategic Plan 2026+ Workshop #2

February 19, 2021

1



## 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.


Proposed Mission Statement:

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

MISSION

2





**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.


Proposed Vision Statement:

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

---

VISION

3



**VALUES**

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.


Proposed Values:

- *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 seek to create a positive **customer experience**.*
- *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.*

---

VALUES

4



## VALUES STATEMENT


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.

Proposed Values Statement (optional):

**“We strive to build trust by forming transparent relationships, creating positive customer experiences, being mindful stewards of our rate payers’ investment, and operating with teamwork and integrity.”**

VALUES

5



## Goals

Six overarching goals were identified from the surveys and interviews. Think of the goals as buckets that will hold multiple objectives in each.

Today, we will refine each goal with a statement and verify that no goals were overlooked.

6

**GOALS**

The Goals of an organization are overarching direction or achievements the organization wants to accomplish that may be considered long term outcomes.



**Goal A**  
Fiscal Responsibility

**Goal B**  
Programs, Projects, and Initiatives

**Goal C**  
Operational Integrity

**Goal D**  
Customer Experience


**Goal E**  
People and Partnerships

**Goal F**  
Sustainable Organization




7

**Goal A – Fiscal Responsibility**



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

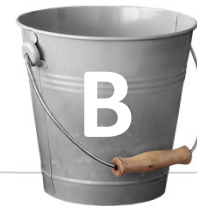


8

**Goal B – Programs, Projects, and Initiatives**



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



9

**Goal C – Operational Integrity**



**Operational Integrity:** Ensure District operations deliver efficient and reliable water and wastewater services.



10

**Goal D – Customer Experience**



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



11

**Goal E – People & Partnerships**



**People & Partnerships:** Engage our internal and external stakeholders to optimize opportunities around our shared interests.



12

**Goal F – Sustainable Organization**



**Sustainable Organization:** Ensure reliable and consistent services through building a sustainable organization that reflects the District's values.



13



Thank you for your participation in the  
**CCWD Strategic Plan 2026+  
Workshop #2**

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

14