

Board Agenda

Special Meeting: Board Workshop

Monday, August 15, 2022

Camrosa Board Room

9:00 A.M.

Call to Order

Public Comments

At this time, the public may address the Board on any item not appearing on the agenda which is subject to the jurisdiction of the Board. Persons wishing to address the Board should fill out a white comment card and submit it to the Board Chairman prior to the meeting. All comments are subject to a five-minute time limit.

Primary Agenda

1. **Strategic Plan Workshop No. 4

Objective: Develop the 2022 Camrosa Strategic Plan.

Action Required: No action necessary.

Comments by General Manager; Comments by Directors; Adjournment

PLEASE NOTE: The Board of Directors may hold a closed session to discuss personnel matters or litigation, pursuant to the attorney/client privilege, as authorized by Government Codes. Any of the items that involve pending litigation may require discussion in closed session on the recommendation of the Board's Legal Counsel.

Note: ** indicates agenda items for which a staff report has been prepared or backup information has been provided to the Board. The full agenda packet is available for review on our website at: www.camrosa.com/board-agendas/

August 15, 2022
Special Meeting

Board of
Directors
Agenda Packet

Board Memorandum

August 15, 2022

To: General Manager

From: Ian Prichard, Assistant General Manager

Subject: Strategic Plan Workshop No. 4

Objective: Develop the 2022 Camrosa Strategic Plan.

Action Required: No action necessary.

Discussion: At the May 12, 2022 meeting, the Camrosa Board of Directors approved a contract with Woodard & Curran to provide support services to develop the 2022 Camrosa Strategic Plan.

Woodard & Curran and DeLoach Associates facilitated three workshops with the Board and staff in May and June to work through the mission, vision, and values of the organization. The information gathered during those workshops informed the attached draft 2022 Strategic Plan. Workshop #4 is intended to present the draft plan and receive input and comments from the Board and staff.

DRAFT STRATEGIC PLAN

August 2022



Board of Directors

Gene West, Board Chairman

Terry Foreman

Al Fox

Jeffery Brown

Timothy Hoag

Staff

Tony Stafford, General Manager

Ian Prichard, Assistant General Manager



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A STRATEGY FOR THE FUTURE

The California water industry is facing unprecedented challenges. The increased frequency of drought cycles, the unreliability of imported water supplies, and State-mandated water-use efficiency standards have reinforced Camrosa's long-standing commitment to building self-reliance and thinking strategically about the sustainability of the District's success into the future. Maintaining water supply reliability, including managing the rising cost of water, labor, and materials, will require the District operate efficiently and effectively.

The District recognizes the need to be resilient, adaptable, and flexible to meet the needs of its current and future customers. This 2022 Strategic Plan represents a significant commitment of time and resources, including the conscientious work of the Board of Directors (Board) and staff to articulate the District's mission, vision, and goals for the next five years. This Strategic Plan will provide the Board of Directors and staff with the guidance necessary to manage the utility as well as conduct detailed water, wastewater, and recycled water master planning.

CAMROSA WATER DISTRICT

The Camrosa Water District was formed in 1962 as a County Water District pursuant to the California Water Code and today provides water and wastewater services within a 31-square mile service area of Ventura County. The District provides retail water services to unincorporated areas of Ventura County, as well as area within the city limits of both Camarillo and Thousand Oaks. Additionally, the District collects and treats wastewater from the Mission Oaks area of the City of Camarillo within the District boundaries.

There are approximately 8,100 potable water connections, 400 non-potable and recycled water connections and approximately 5,800 wastewater connections within the District's service area. On average, the District imports approximately 50% of its total potable water supply from the Calleguas Municipal Water District, a wholesale member agency of the Metropolitan Water District of Southern California (Metropolitan), with the remainder coming from groundwater produced from the Arroyo Santa Rosa, Tierra Rejada, and Pleasant Valley groundwater basins. The District's non-potable water supplies include recycled water, surface water from Conejo Creek, and groundwater.

The District has taken an active leadership role in regional water resource management as a member of the Calleguas Creek Watershed Management Group, which is part of the Watershed Coalition of Ventura County's Integrated Resource Management Plan. The District's Board of Directors along with the County of Ventura serve as the Groundwater Sustainability Agency (GSA)

for planning and water management activities within the Santa Rosa Groundwater Basin and Camrosa is the GSA for the portions of the Pleasant Valley Basin outside the jurisdiction of the Fox Canyon Groundwater Management Agency (FCGMA) and within the District service area. The District also participates in the FCGMA for groundwater management within the Fox Canyon Aquifer, including the Pleasant Valley Basin, where the District operates three wells and a brackish groundwater desalination facility.

THE STRATEGIC PLANNING PROCESS

Strategic planning is an organization's process of defining its purpose and future direction leading to decisions on the allocation of resources, including staffing, in furtherance of a defined strategy. It is a formal consideration of an organization's future. In 2008, the District's Board of Directors and management staff developed the 2008 Strategic Plan¹. The 2008 Strategic Plan has been used extensively by the Board of Directors and staff in guiding capital, operational, and financial decision making. Several of the goals identified in the 2008 Strategic Plan served as a catalyst for the current planning process.

Since the previous 2008 strategic planning effort, the District has completed development or is in the process of developing additional guidance and planning efforts, including the following:

- Operations and capital budgets (annual)
- Integrated Facilities Master Plan (2011 with new update to start in 2022)
- Integrated Technology Master Plan, including a component for cyber security threat protection (ongoing)
- Five-year Water Rate Study and Implementation Plan (2013 and 2019) and other financial planning efforts including revenue and expense projections integrated with the annual budget. A new Five-Year Rate Study is scheduled to start in 2023.
- Draft Employee Classification and Compensation Plan (2021)
- Urban Water Management Plans (2010, 2015, 2020)

¹ The draft 2008 Strategic Plan can be found here: <https://www.camrosa.com/wp-content/uploads/2022/03/Strategic-Plan-2008.pdf>

The District has prepared a new 2022 Strategic Plan with the objectives of:

1. Clearly defining the purpose of the organization.
2. Creating a strategy to align activities and resources to be integrated into a larger master planning effort.
3. Building consensus within the organization through enhanced communication.
4. Enabling the District to effectively communicate future plans to its customers, stakeholders, elected officials, and other constituents.

For this 2022 Strategic Plan, the District retained the team of Woodard & Curran and DeLoach & Associates to facilitate and coordinate the planning process. Given the challenging hydrologic and financial climate, it was determined that the Plan would use a five-year planning horizon to allow the District to review progress and adapt to changes as needed. The planning process focused on the current and future role of the District as a high-performance organization and leader within its service area, as well as regionally. The 2022 strategic planning process included development of strategic vision goals, an assessment of the District's core water and wastewater functions as well as evaluating through influence modeling potential cooperative relationships to further the District's leadership within the region.

MISSION, VISION, AND VALUES

The District's overall mission statement states the intended purpose of the District. The companion vision statement speaks to the District's current and future role. The mission statement is a critical link between the District's long-term strategic vision and the execution of that vision. A set of core values were also developed to define specific performance and cultural expectations. Values set the standards of the District's behavior as well as performance expectations that guide decision-making.

As part of the strategic planning process, the District's Board of Directors reviewed and updated the mission and vision statement and set of values that were included in the draft 2008 plan. The updated statements and values are shown below.

MISSION STATEMENT

The mission of Camrosa Water District is to provide reliable, safe, and cost-effective water and wastewater services.

VISION STATEMENT

Camrosa Water District preserves and improves the quality of life for our customers through innovative leadership and exceptional customer service.

VALUES

To help achieve success, the District has identified a set of core values upon which it can base its policies and actions. These values are listed below along with a description of how the District defines each value as it works to complete its mission and achieve its vision.

Respect	We are considerate, caring, and treat others with dignity.
Transparency	We ensure that the decisions and investments we make are clearly communicated and understood.
Trust	We are trustworthy and ethical in the way we conduct business and in all our interactions.
Leadership	We are proactive in leading initiatives, policies, and practices on behalf of our customers, employees, and the community.
Innovation	We are creative and continuously seek to improve the services we provide.
Responsive Customer Service	Our internal and external customer service is provided with cooperation and collaboration exceeding customer expectations.
Commitment to Excellence	We take ownership of our actions and are committed to seeking solutions to continuously improve our effectiveness and services to our customers.
Teamwork	We are a servant-oriented organization, acting as a team, placing customers' and others' interests above self.

STRATEGIC VISION GOALS

The goal of strategic planning is to align the activities of the District with agreed-upon strategic objectives or goals based on the agency's desired vision of its current and future role. An assessment of the specific Strengths, Weaknesses, Opportunities, and Threats (S.W.O.T.) for each of the identified goals was utilized in developing strategies for accomplishing the goal. Each of the five Strategic Vision Goals are presented here with examples of strategies and programs for how the goal may be achieved.

1. WATER SUPPLY INDEPENDENCE

The Camrosa Water District has built water self-reliance through strategies and programs designed to take advantage of new supply opportunities, while enhancing and conserving its current supplies.

Potential strategies for achieving this goal include:

- Take advantage of non-potable water resources and available aquifer capacity and fully develop ability to pump, treat, and inject non-potable water back into the aquifer.
- Develop a plan for renegotiating CWD's existing non-potable agreements.
- Expand recycled water infrastructure by utilizing capital improvement funding or grant funding to deliver non-potable water service to areas where it is not currently available.
- Develop conjunctive use and storage and recovery programs with Calleguas and/or partner with other retail agencies.
- Develop opportunities to "market" excess water supply when available including water transfers, exchanges, and implementation of cyclic storage programs with Metropolitan.
- Engage Calleguas MWD as a strategic partner on development of water supply programs and utilization of available aquifer storage capacity.
- Lead efforts to engage producers and others within the Tierra Rejada Groundwater Basin in developing mutual agreement terms and conditions leading to development of a basin management plan. The goal is to develop an agreement on terms and conditions and avoid an adversarial adjudication of the basin.

2. INFRASTRUCTURE INTEGRITY

The Camrosa Water District invests in its infrastructure systems to ensure the integrity of treatment and distribution of its water supplies as well as maintaining and improving facilities and operational support systems.

Potential strategies for achieving this goal include:

- Develop a master plan to identify and prioritize future infrastructure needs and replacement of aging infrastructure.
- Develop a capital and operations financial management strategy to support the financial impacts and recommendations of the master plan.
- Conduct a formal annual capital improvement planning process based on the findings and recommendations of the master plan.
- Develop an infrastructure replacement master plan that includes technology infrastructure (CMMS and Automated Metering Infrastructure).
- Conduct an alternative energy and emergency backup power supply plan for critical facilities as well as opportunities for solar energy production.
- Conduct an Organizational Performance Assessment (OPA) to assess the District's operational performance capability in relation to its current staffing resources, including how labor and resources are allocated across infrastructure and operational functions based on current and planned maintenance needs and capital improvements.
- Retain the services of a communications and public relations consultant to increase public awareness of the District's role and how investments in infrastructure enhance water supply reliability.
- Develop regional partnerships with agencies interested in making investments in existing regional backbone infrastructure.

3. PRUDENT FINANCIAL MANAGEMENT

The Camrosa Water District practices prudent financial management of its financial resources to ensure the current and future reliability of its operations.

Potential strategies for achieving this goal include:

- Develop a financial master plan based on the projects and programs identified in the capital improvement and master plans.
- Conduct a cost-of-service analysis to identify revenue requirements that support current and planned operational and capital financing needs identified in the master plan, including management of all applicable rates, fees, and charges.
- Develop a financial modeling and budgeting process to annually review water rates to manage costs associated with the future uncertainty of imported water, capital needs, supply-chain interruption, material availability, and the increased costs of goods and services.
- Utilize the services of a financial advisor to develop the optimum strategy for funding current and future capital infrastructure needs.
- Develop a comprehensive public outreach and communications strategy to educate and increase customer awareness of the need for continuous investments in critical infrastructure.

4. PUBLIC TRUST

The Camrosa Water District proactively identifies opportunities to develop strategic alliances and partnerships that foster better relationships with its customers, political entities, and members of the public.

Potential strategies for achieving this goal include:

- Retain a public relations and communications firm to assist the District in developing a comprehensive communications and public outreach strategy including customer education, collateral material development, and optimization of available social media platforms.
- Consider forming a Public Relations subcommittee composed of members of the Board of Directors and staff to provide oversight and direction on the District's public outreach and communication efforts, including identifying opportunities to develop strategic alliances to foster better relations with customers, other political entities, and the public.
- Strengthen interagency collaboration by assuming a larger local and regional leadership role and enhancing relationships with the environmental community.
- Active participation by the Board of Directors and staff in local, regional, and state-wide organizations, such as Association of California Water Agencies (ACWA), to influence decisions impacting District operations.

5. SERVICE EXCELLENCE THROUGH ORGANIZATIONAL DEVELOPMENT

The Camrosa Water District is committed to service excellence through organizational development by hiring, training, and retaining the highest quality employees and providing them with the tools to grow in their professional and personal development.

Potential strategies for achieving this goal include:

- Integrate the values identified in the strategic planning process into the workplace culture through District hiring practices and employee performance management.
- Conduct a staffing audit or OPA to align staffing needs with operational requirements. (See Strategic Goal 2. Infrastructure Integrity).
- Establish a formal employee development and training program designed to provide employees with the opportunity to develop their skills and be successful contributors to the organization.
- Organize training for the Board of Directors and management staff through the California Special District's Association and ACWA/JPIA as part of the "on-boarding" process for new Board members and management staff.

INTEGRATION WITH FUTURE PLANNING ACTIVITIES

The Strategic Plan will be incorporated into the District's planning processes to effectively guide the development and management of District resources including investments in water and wastewater infrastructure, operations, and staffing.

INTEGRATED MASTER PLAN UPDATE (2023)

Specific strategies, concepts, and projects identified during the Strategic Plan development process will be brought forward into the 2023 Integrated Master Plan Update. This subsequent master planning effort will identify and analyze specific projects and programs needed to develop near-term capital improvement plans as well as longer-term water resources to meet sustainability goals.

STRATEGIC PLAN IMPLEMENTATION AND UPDATES

Implementing the mission, vision, values, and goals of the District, including alignment of planning objectives with resources, requires an ongoing commitment to actively assessing progress on implementing the Plan. The District will adopt an annual Strategic Plan review process to assess progress on stated goals and update implementation strategies as necessary. To adapt to current and changing conditions, District staff will provide the results of the review to the Board and along with any recommendations for the subsequent year's implementation activities. The Plan will also be reviewed and updated every five years as appropriate with the most recent version made accessible to stakeholders and the public through a link on the District's webpage.



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