



**A REGULAR MEETING OF THE OPERATING COMMITTEE
of the
CENTRAL COAST WATER AUTHORITY**

AGENDA

**Chairman – Paeter Garcia
Vice Chairman – Shad Springer**

Thursday, October 8, 2026
9:00 AM
at 255 Industrial Way, Buellton, California 93427

Members of the public may participate by video call or telephone via
Microsoft Teams Meeting ID: 258 675 854 391 826 Passcode: tA7SK2q3

or by dialing **+1 323-484-5095**, and entering access Code/Meeting ID; 723 814 189#

Please note: public participation by video call or telephone is for convenience only and is not required by law. If technical interruptions to the video call/telephone occur, the chair has the discretion to continue the meeting and participants are invited to take advantage of the other participation options above.

Public Comment on agenda items may occur via video call or telephonically, or by submission to the Board Secretary via email at lfw@ccwa.com no later than 8:00 a.m. on the day of the meeting. In your email, please specify (1) the meeting date and agenda item (number and title) on which you are providing a comment and (2) that you would like your comment read into the record during the meeting. If you would like your comment read into the record during the meeting (as either general public comment or on a specific agenda item), please limit your comments to no more than 250 words.

Every effort will be made to read comments into the record, but some comments may not be read due to time limitations. Please also note that if you submit a written comment and do not specify that you would like this comment read into the record during the meeting, your comment will be forwarded to Committee members for their consideration.

Pursuant to Government Code section 54957.5, non-exempt public records that relate to open session agenda items and are distributed to a majority of the Committee less than seventy-two (72) hours prior to the meeting will be available on the CCWA internet web site, accessible at <https://www.ccwa.com>.

★ indicates written report

- I. Call to Order and Roll Call**
- II. Public Comment – (Any member of the public may address the Committee relating to any matter within the Committee’s jurisdiction. Individual Speakers may be limited to five minutes; all speakers to a total of fifteen minutes.)**
- III. Strategic Plan Needs Assessment Workshop**
Staff Recommendation: For discussion.
- IV. Reports from Committee Members for Information Only**
- V. Items for Next Regular Meeting Agenda**
- VI. Date of Next Meeting: October 21, 2026**
- VII. Adjournment**

Agenda

CCWA Operating Committee Meeting – Strategic Plan Needs Assessment

Thursday, October 8, 2026 9:00 am – 12:00 pm

Meeting Goals

- Propose success criteria for Strategic Plan, for the Board to confirm
- Propose strategic priorities to include in Strategic Plan
- Identify strategic options to discuss with CCWA Board

Discussion Topics

1. Introduction and meeting goals
2. Present and discuss results from questionnaires and check for any perspectives not represented
3. Discuss and refine proposed success criteria for Strategic Plan
4. Break
5. Discuss primary ways CCWA will provide value through the planning horizon
6. Identify the strategic options the Operating Committee would like to discuss with the Board during November 9 workshop
7. Confirm what we heard, and next steps
 - a. Optional conversation with Ken Kirby (Evotoco) between October 13 and 21
 - b. Strategic Direction Workshop with the CCWA Board on November 9

What Participants Want and Need From CCWA

Success Criteria Questionnaire Results, Board and Operating Committee — CCWA 2027–2032 Strategic Plan

Purpose

This document summarizes what Board members and Operating Committee members said in the Success Criteria Questionnaire, which was open from September 15 to September 22, 2026. It is a pre-read for the Strategic Needs Assessment Workshop on October 8, and its charts and themes are meant to be used in the workshop conversations. The senior staff questionnaire results, including where senior staff and participant views are similar and where they differ, are in a companion document.

Who Responded

Group	Invited	Responded
Board of Directors	8	6
Operating Committee	10	6
Other project participants	1	0
Total	19	12

- A respondent who holds both a Board seat and an Operating Committee seat is counted with the Board.
- In addition, 2 project participants were not invited because no contact was available.
- The invitation allowed a recipient to pass the link to a colleague answering on the organization's behalf. A response is counted in the group of the person invited.
- The questionnaire said results would be reported for the respondents as a whole, or by group where there are notable differences between groups, never by name or by organization, and that written comments would be shared after identifying details are removed. Quotations are as provided by the respondent; any clarification or edits to preserve anonymity are shown in square brackets.

How to Read This Document

- **Ranked questions.** Questions 3–5 and 17–19 asked each respondent for a first, second and third choice from the same list. The charts list the options in the order the questionnaire presented

them and show how many placed each option in their top three, shaded by rank. A respondent who chose “Other” for all three ranks wrote that several options are equally important to their organization; those options are shown in grey.

- **Write-ins.** Anything written in under “Other” or “Something else” is shown in full on the chart.
- **Themes.** For each open question, the table groups the answers by theme. The themes are Ken Kirby’s interpretation of the answers; an answer that makes more than one point is counted under each theme it touches, so the counts in a table can add to more than the number of answers. Each theme carries one quotation where a quote seems to convey the sentiment for that theme. All responses appear in the companion verbatim document (some slightly edited to preserve anonymity).

Collective Input at a Glance

- **Reliable dry-year supply leads what matters most.** It was in the top three for 9 of 12. Predictable charges (7) and the reliability of the pipeline and treatment plant (5) follow; the lowest possible cost drew 2, both as a third choice.
- **Predictability matters for planning.** In all, 5 respondents tie CCWA costs to their own budgets and rate-setting; 1 writes that reliable supply comes ahead of cost.
- **Advocacy is close to unanimous.** Advocacy for State Water Project reliability and affordability was rated essential by 11 of 12.
- **Subsidence is a widespread concern.** Subsidence on DWR’s aqueduct was in the top three risks for 10 of 12.
- **CCWA’s role in banking, transfers and exchanges.** Of the 12, 10 chose “CCWA performs both roles as needed.”
- **Collaboration support.** Of the 12, 6 think today’s level is about right, 4 want CCWA to do more, and 2 are not sure. Several ask to hear more about the work and its results.
- **Preferred content to include in the Strategic Plan.** A clear description of the key strategic priorities that set bounds on what CCWA will and will not do was chosen by 9 of 12.

Value: What CCWA Provides

What Participants Get from CCWA (Question 1)

In your own words: what does your organization want or need from CCWA today that it could not get, or could not get as well, any other way? 10 of 12 answered.

Theme	Count	In their words
A collective voice with DWR and the State Water Contractors	5	“As a collective of agencies, CCWA has the unique ability to serve as a united voice of Santa Barbara County for State Water Project matters that impact our customers in a way that we cannot.”
The means to import State Water Project supply	4	“Reliable, high quality, and reasonably affordable supplemental supplies.”
Knowledge of and access to transfer and market opportunities	2	

Theme	Count	In their words
Storage and flexibility to optimize supplies during local dry conditions	2	"Flexibility and alternatives to avoid water/economic losses due to spill or other operational circumstances."
A joint agency that is responsive to all its members	1	"We want a joint agency that is responsive to the needs of all of the agencies, and not driven in directions that not all agencies may want to take."
Nothing beyond what they receive today	1	

Looking Out to 2047 (Question 2)

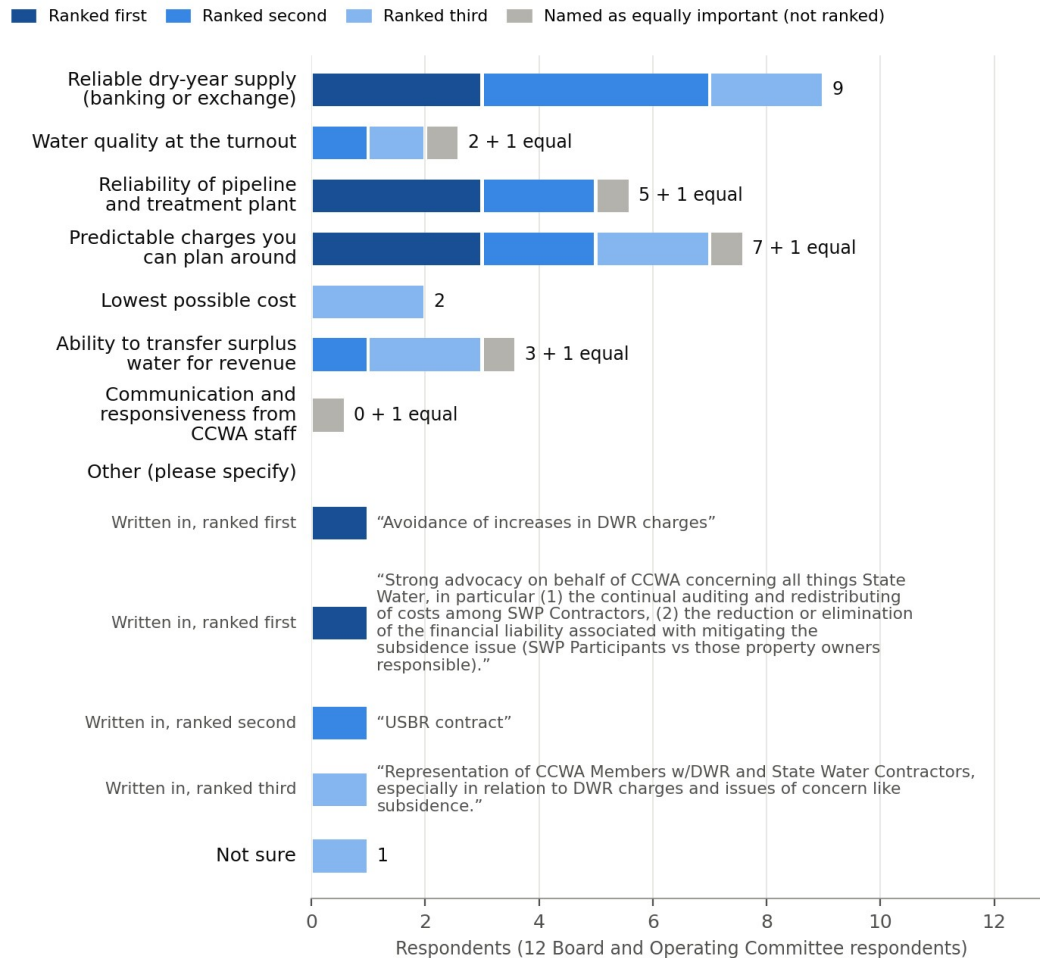
Looking out to 2047, what do you expect your organization will most need from CCWA? 12 of 12 answered.

Theme	Count	In their words
Reliable supply, especially through drought	7	"During droughts, when we needs the water most, it isn't available. Increasing reliability and delivery capacity during droughts is essential."
State-level advocacy and the long-term future of the State Water Project	5	"We will need CCWA to take the lead in difficult financing issues for the State Water Project and the need to figure out the long term future of the State Water Project system and how it can continue to serve as a critical lifeline for water supplies to the County in a changing climate."
Managing availability and costs of water through banking and transfers (in and out)	4	"Identify a long-term transfer opportunity to avoid last-minute scrambling to find a buyer when a spill is imminent"
Reasonable, managed cost	4	
Growth in the organization's own demand	1	
Simpler CCWA processes	1	

Level of Service: CCWA as Water Wholesaler

What Matters Most Over the Next Five Years (Questions 3-5)

What matters most to your organization over the next five years?



Each respondent ranked three options; a repeated "Not sure" counts once. One respondent chose "Other" for all three ranks and wrote that several options are equally important to their organization - their responses appear in grey. Write-ins are shown as written, each with the rank the respondent gave it.

Reliable dry-year supply was placed in the top three by 9 of 12 respondents. Predictable charges and the reliability of the pipeline and treatment plant each drew 3 first-place rankings.

Why Those Three (Question 6)

Why those three? 12 of 12 answered.

Theme	Count	In their words
Supply when it is needed, especially in drought	7	"Drought supply is the primary driver of why we entered into the system years ago."

Theme	Count	In their words
Predictable cost, for budgets and rate-setting	5	"We also need to have some predictability when planning our own rates, since we can't just change rates if costs go up significantly."
Affordability: imported water is among the most expensive supplies	4	
Reliable supply ahead of cost	1	"Lower costs and predictable costs are great, but we can manage around those and cannot manage to be without reliable supplemental water sources to us when they are critical."
Dependable delivery and infrastructure	2	
Storage and transfers as a way to manage surplus	4	"The ability to transfer surplus water helps us to manage water when we have it."
Water quality	3	
Larger system influence outside any one member's control	1	"[Avoiding increases in DWR charges, a USBR contract and reliable dry-year supply] are outside the control of individual member agencies"

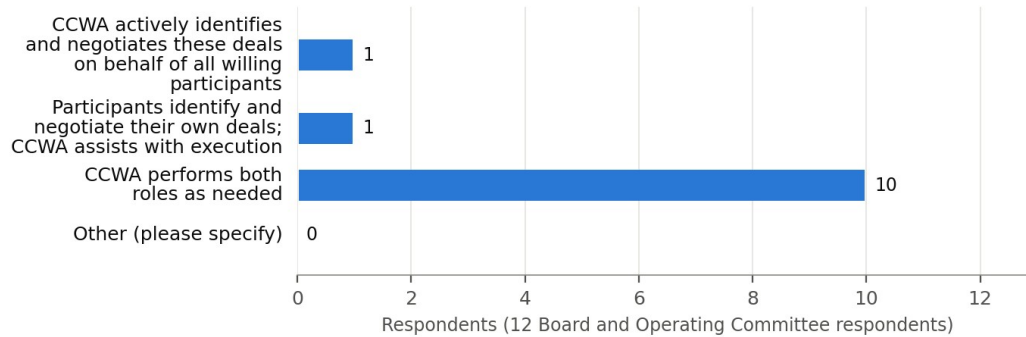
Year-To-Year Signs of Good Service (Question 7)

What would tell you, year to year, that CCWA as a wholesaler is delivering the level of service your organization wants or needs? 12 of 12 answered.

Theme	Count	In their words
Reliable supply and delivery, without interruption	9	"Reliable water service without unscheduled interruptions."
Budgets that hold close to forecast, with increases explained	5	"actual budgets that don't vary much from projected budgets. If large budget increases are needed, clear explanations of the drivers of those increases."
Communication and responsiveness	4	"Effective communication on water quality/quantity issues, both in day-to-day operations, and long-lead water supply issues."
Water quality	3	
Pursuing water-market opportunities and bringing them to members	3	"Pursuing water market opportunities and bringing them to CCWA members for participation if interested"
Reasonable cost, fairly shared	2	
Confidence in CCWA's management	1	

CCWA's Role in Banking, Transfers and Exchanges (Question 8)

For water banking, transfers, and exchanges, which comes closest to your view of CCWA's role?



Of the 12, 10 chose "CCWA performs both roles as needed." The other 2 answers point in opposite directions.

Why That Role (Question 9)

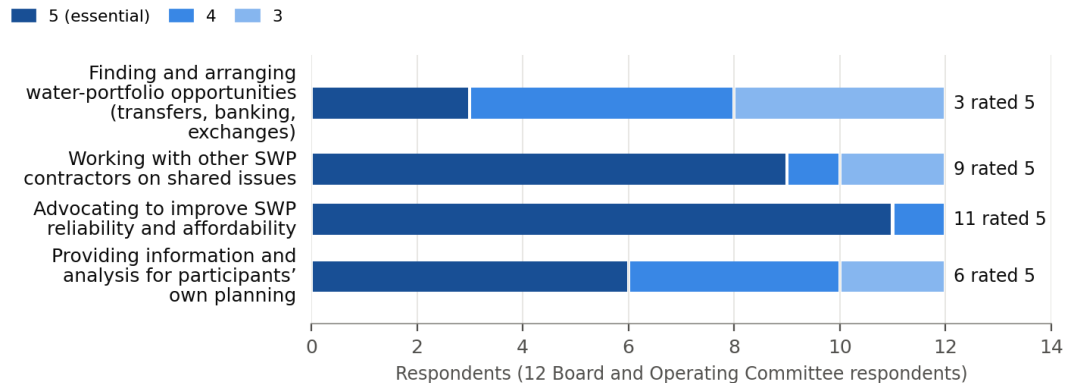
Why? 12 of 12 answered.

Theme	Count	In their words
Members' needs differ, so the role has to flex	7	"In some instances CCWA may be best situated to actively identify opportunities to present to willing CCWA participants, whereas in other instances individual participants may identify and/or wish to negotiate specific and/or more discrete/limited opportunities."
CCWA's reach and relationships with other contractors	4	"CCWA is a natural agency to help find and negotiate deals because it deals with other state water contractors more often than individual agencies, and has access to the infrastructure to exchange or import water in the County and beyond."
CCWA as facilitator, not favoring one member over another	2	"If CCWA negotiates deals, it could find itself in a situation where member agencies are competing against each other with CCWA stuck supporting one over the other."
Trust in CCWA to act for all	2	

Level of Service: Collaboration Support

Collaboration Support Activities (Questions 10–13)

How much does each of these matter to your organization over the next five years?

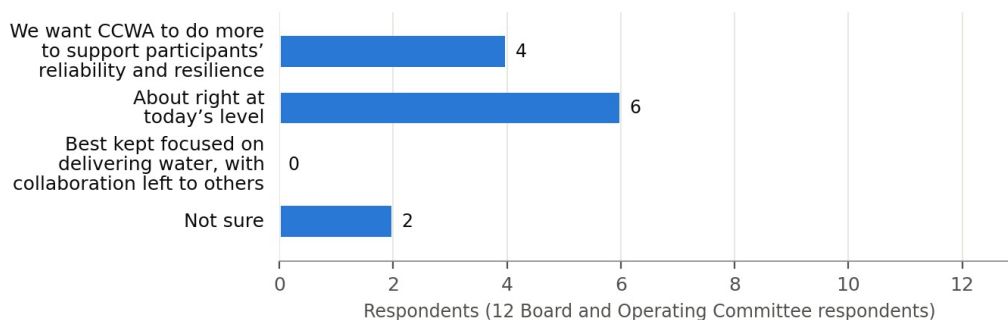


Scale 1 (little) to 5 (essential). No one chose 1 or 2.

Advocacy was rated essential by 11 of 12 and working with other State Water Project contractors by 9. Finding and arranging water-portfolio opportunities drew the fewest ratings of 5 (3), though all 12 rated it 3 or higher.

The Level of Collaboration Support (Question 14)

Effort spent on collaboration support amongst project participants and with other State Water Contractors is work project participants pay for. Which comes closest to your view?



Answer wording shortened; full text: "We want CCWA to do more to support project participants' water supply reliability and resilience," "We think CCWA's collaboration support efforts are about right at today's level," and "CCWA is best kept focused on delivering water, with collaboration efforts left to others."

Of the 12, 6 think today's level of collaboration support is about right, 4 want CCWA to do more, and 2 are not sure.

Why That View (Question 15)

Why? 12 of 12 answered.

Theme	Count	In their words
The current work is effective	5	"CCWA has done an excellent job engaging with DWR and the State Water Contractors on behalf of the Member Agencies and our unique needs."
Members cannot do this alone, and more would help	3	"Too often large quantities of CCWA's SWP supplies are lost annually to carryover limitations or spills."
Need to understand better what is being done, how much it costs, and how effective it is	3	"It is important that project participants are informed on that work and the results."

Indicators for Collaboration Support (Question 16)

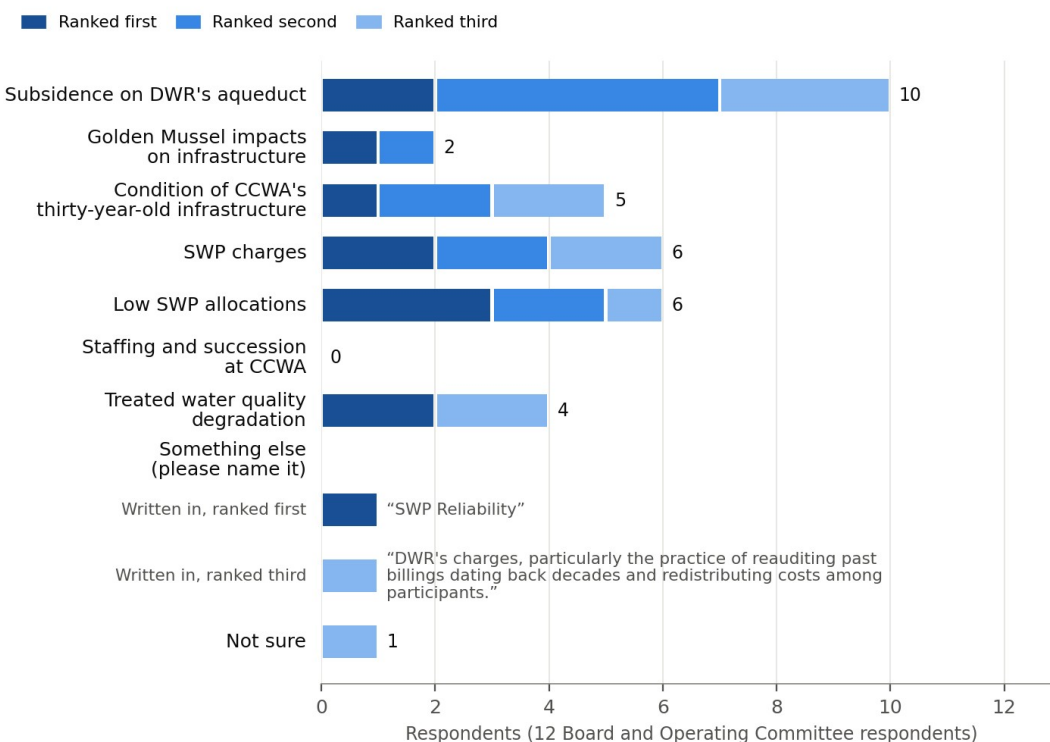
The results from collaboration work always depend on circumstances beyond CCWA's control. What indicators would you like tracked to help evaluate the effectiveness of CCWA's collaboration support work? 11 of 12 answered.

Theme	Count	In their words
Regular reporting and open discussion rather than metrics	4	"I believe regular, open discussion among participants is the most effective way to evaluate our collaboration, as it allows us to address nuanced feedback that standard metrics might miss."
Progress on specific issues such as subsidence and DWR charges	2	"Progress toward an equitable solution to the subsidence issue. Progress toward an equitable outcome on the DWR Charges issues."
Costs, benefits and level of effort (ROI with sufficient resolution for each participant)	2	"how much does it cost for any given project and how much water is secured and at what cost."
Indicators that illustrate impacts to reliability, water quality, cost, etc.	1	
Other	1	"Our directors should know what to get involved in and what not to get involved in."

Risks

Which Risk Most Concerns You (Questions 17-19)

Which risk most concerns you?



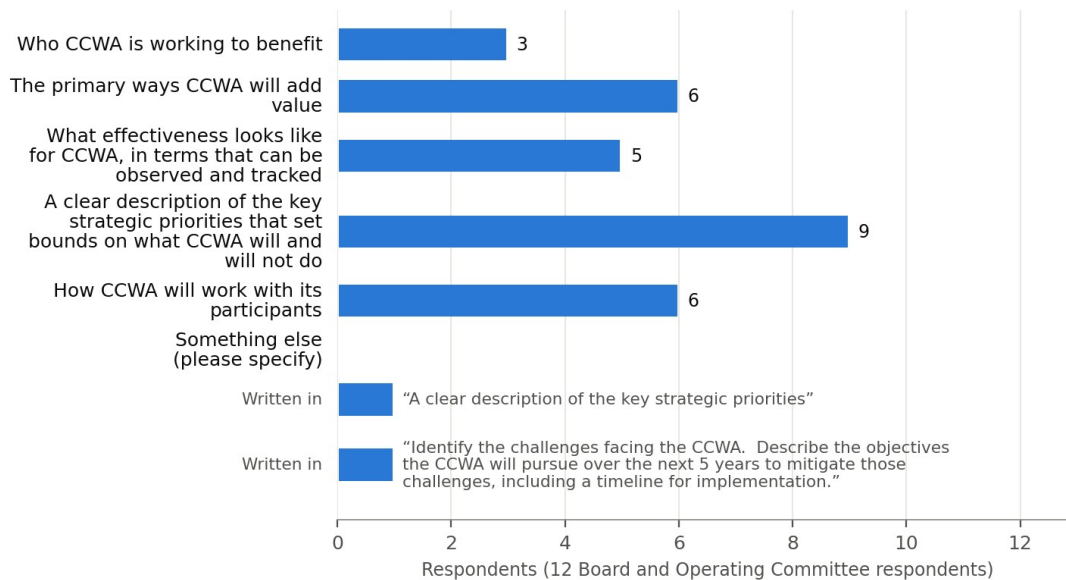
Each respondent ranked three options. Write-ins are shown as written, each with the rank the respondent gave it.

Subsidence on DWR's aqueduct was placed in the top three by 10 of 12. Low allocations drew the most first-place rankings (3), and low allocations and SWP charges were each in the top three for 6. The condition of CCWA's own infrastructure was in the top three for 5. No respondent chose staffing and succession at CCWA. Two write-ins name SWP reliability and DWR's re-auditing of past billings.

The Plan

Preference for Setting Shared Expectations in the Plan (Question 20)

Which of these would you most want the 2027 Strategic Plan to set shared expectations about? Please pick up to three.



Up to three choices per respondent. Write-ins are shown as written.

A clear description of the key strategic priorities was chosen by 9 of 12, and a tenth respondent wrote the same words in. The primary ways CCWA will add value and how CCWA will work with its participants each drew 6.

In 2032, CCWA Will Be Doing Great If ... (Question 21)

Please complete the sentence: "In 2032, CCWA will be doing great if ..." 12 of 12 answered.

Theme	Count	In their words
Storage, banking and transfers are working	6	"If it has increased water storage capacity or is moving forward with securing sites in the region for storage."
Costs are managed, fair and well forecast	5	
Water delivered with high quality	2	
DWR charge issues are resolved and charges fairly distributed	3	"DWR charge issues have been reduced significantly or eliminated, and billing practices are rational."

Theme	Count	In their words
Infrastructure is maintained, with a capital plan	2	"It has developed a clear capital replacement and maintenance plan. This will allow participants to anticipate and plan for costs."
Access to State Water Project supply	2	
CCWA keeps building on its past and looking ahead	1	

Anything Else (Question 22)

Is there anything else that you would like CCWA to bring into the conversation as we develop the Strategic Plan? 10 of 12 answered.

Theme	Count	In their words
Find ways to improve communication, transparency, decision-making and trust among members and staff	5	"Ensuring open and transparent communications and decision-making. Fostering and maintaining trust among all members and participants."
Better coordination with counties and other agencies that can affect CCWA	2	
A condition assessment, a capital plan, and pursuit of state funding for upgrades	1	
Continue not participating in Delta Conveyance	1	

How CCWA Staff See the Value CCWA Adds

Success Criteria Questionnaire Results, CCWA Senior Staff — CCWA 2027–2032 Strategic Plan

Purpose

This document summarizes what CCWA senior staff said in the staff Success Criteria Questionnaire, which was open from September 15 to September 22, 2026, and notes where senior staff and participant views are similar and where they differ. The staff questionnaire asked many of the same questions as the participant questionnaire, from CCWA's side: where CCWA is best positioned to add value, what it would take, and what could get in the way. It is a pre-read for the Strategic Needs Assessment Workshop on October 8.

Who Responded

All 10 senior staff invited completed the questionnaire.

- The questionnaire said results would be reported for CCWA senior staff as a group, never by name or position, and that written comments would be shared after identifying details are removed. Quotations are as provided by the respondent; any clarification or edits to preserve anonymity are shown in square brackets.
- Question numbers are those senior staff saw. Where a staff question matches a participant question, the note “Senior staff and participants” compares the two; participant question numbers are given there.

How to Read This Document

- **Ranked questions.** Questions 3–5 and 16–18 asked each respondent for a first, second and third choice from the same list. The charts list the options in the order the questionnaire presented them and show how many placed each option in their top three, shaded by rank.
- **Themes.** For each open question, the table groups the answers by theme. The themes are Ken Kirby’s interpretation of the answers; an answer that makes more than one point is counted under each theme it touches, so the counts in a table can add to more than the number of answers. Each theme carries one quotation where a quote seems to convey the sentiment for that theme. All responses appear in the companion verbatim document (some slightly edited to preserve anonymity).
- **Comparisons.** The senior staff and participant groups differ in size (10 and 12), so comparisons are stated as counts of each group.

Collective Input at a Glance

- **Senior staff and participants agree on the importance of providing dry-year supply.** Providing reliable dry-year supply was in the top three for 7 of 10 senior staff and 9 of 12 participants.
- **Senior staff weight the pipeline, plant and water quality more heavily.** Reliability of the pipeline and treatment plant drew the most first-place rankings among senior staff (4 of 10), and water quality was in the top three for 4 of 10 senior staff against 2 of 12 participants. Predictable charges were in the top three for 3 of 10 senior staff and 7 of 12 participants.
- **The risk senior staff rank highest is CCWA's own infrastructure.** Its condition was in the top three for 9 of 10 senior staff; for participants, subsidence on DWR's aqueduct led (10 of 12) and CCWA's infrastructure drew 5.
- **Senior staff rate collaboration activities lower than participants do.** Advocacy was rated essential by 5 of 10 senior staff and 11 of 12 participants.
- **Several senior staff are not close to the collaboration work.** In Questions 3–5, 4 chose “Not sure” at least once; 3 were not sure about the level of collaboration support, and 3 said they are not aware of that work.
- **Staffing and succession come up among senior staff only.** It was in the top three risks for 2 senior staff, and 3 raised it at the end of the questionnaire; no participant chose it.
- **Both groups want the Strategic Plan to establish clear expectations.** A clear description of the key strategic priorities was chosen by 6 of 10 senior staff and 9 of 12 participants; senior staff chose what effectiveness looks like as often (6).

Value: What CCWA Provides

What Participants Get from CCWA (Question 1)

In your own words: what do project participants get from CCWA today that they could not get, or could not get as well, any other way? 10 of 10 answered.

Theme	Count	In their words
Access to supplemental State Water Project supply	7	“A reliable secondary source of water allowing them greater flexibility in water management.”
Safe, reliable, high-quality treated water	4	“Safe, reliable, clean treated drinking water.”
Flexibility in managing and scheduling deliveries	2	“Ability to increase or decrease their requests for water at any time of the day or night if their reservoirs get full, or if they have a problem in their system.”
Storage, surplus and water management opportunities	2	
Economies of scale and a hub for collaboration	1	

Looking Out to 2047 (Question 2)

Looking out to 2047, where do you expect CCWA could add the most value for project participants? 10 of 10 answered.

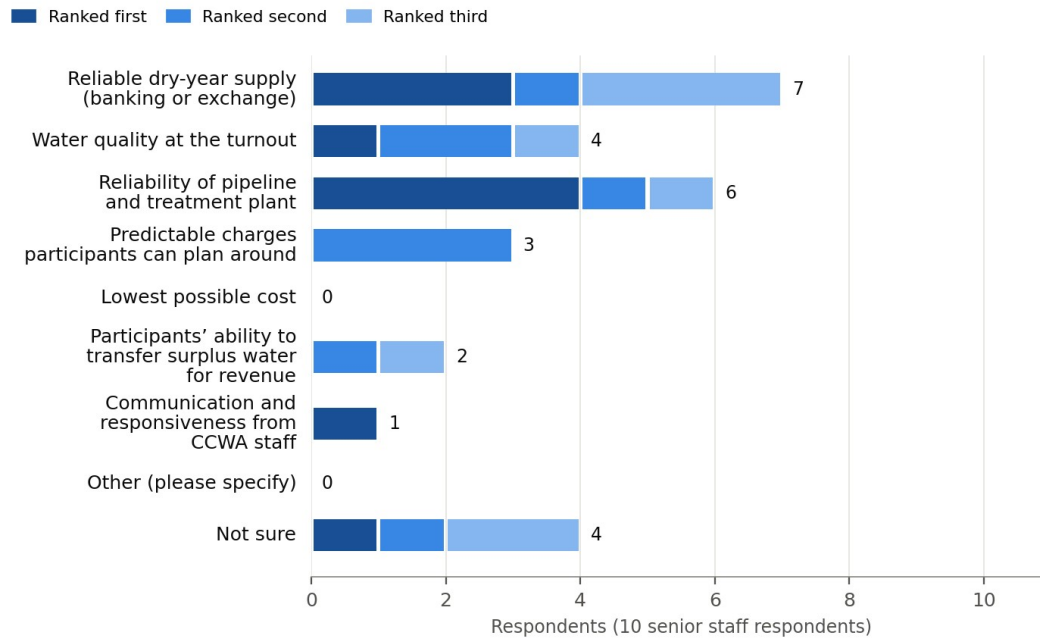
Theme	Count	In their words
Storage and supply for dry years	5	"A way to store water without losses or (too much) additional cost"
Maintaining and upgrading the pipeline and plant	3	"Upgrades and maintenance to existing infrastructure to maintain reliability to project participants."
Advocacy with the State Water Contractors and in legislation	2	
Treatment improvements for cost and new contaminants	1	"Evaluate additional water treatment processes that could potentially reduce treatment costs or allow for treatment of water with respect to new contaminants of concern."
Staffing to match the work	1	

Senior staff and participants. Both groups describe the connection to supplemental State Water Project supply as a primary way to add value. Senior staff add safe, high-quality treated water and flexibility in scheduling deliveries; participants add CCWA's collective voice with DWR and the State Water Contractors, which only 1 senior staff answer mentions directly. Looking to 2047, both groups name storage and dry-year supply; senior staff also name maintaining and upgrading the pipeline and plant.

Level of Service: CCWA as Water Wholesaler

Where CCWA Is Best Positioned Over the Next Five Years (Questions 3–5)

Where is CCWA best positioned to add value over the next five years?



Each respondent ranked three options; a repeated "Not sure" counts once.

Reliable dry-year supply was in the top three for 7 of 10, and the reliability of the pipeline and treatment plant for 6, with the most first-place rankings (4). Water quality at the turnout drew 4. "Not sure" appeared in the top three for 4.

Why Those Three (Question 6)

Why those three? 9 of 10 answered.

Theme	Count	In their words
Quality and reliability are CCWA's core purpose	3	"Water quality is first because people deserve it, health and safety first."
CCWA's supply matters most in dry years	3	"We are a supplemental water source and are most critical during dry years when the water is harder to come by."
An aging system: reliability and cost depend on upgrades	3	"Active and effective upkeep of CCWA's infrastructure is critical to reducing the risk of interruptions of service or disruption of water quality to participants."
Cost and predictability for participants	2	

Theme	Count	In their words
Banking, exchange and transfer opportunities	2	
Not sure how some options affect participants	2	

Senior staff and participants. Participants were asked what matters most to their organization (participant Questions 3–5); senior staff were asked where CCWA is best positioned to add value. Both put dry-year supply at or near the top. Senior staff rank the pipeline and plant and water quality higher, and predictable charges lower (3 of 10 against 7 of 12); no senior staff member chose the lowest possible cost, which 2 participants chose. The differences are understandable given the different roles: participants rely on CCWA to provide water, while senior staff responses reflect CCWA's role as operator, such as water quality, the mission and an aging system.

Year-To-Year Indicators of Good Service (Question 7)

What indicators would you track, year to year, to show that CCWA as a wholesaler is delivering the level of service project participants want or need? 10 of 10 answered.

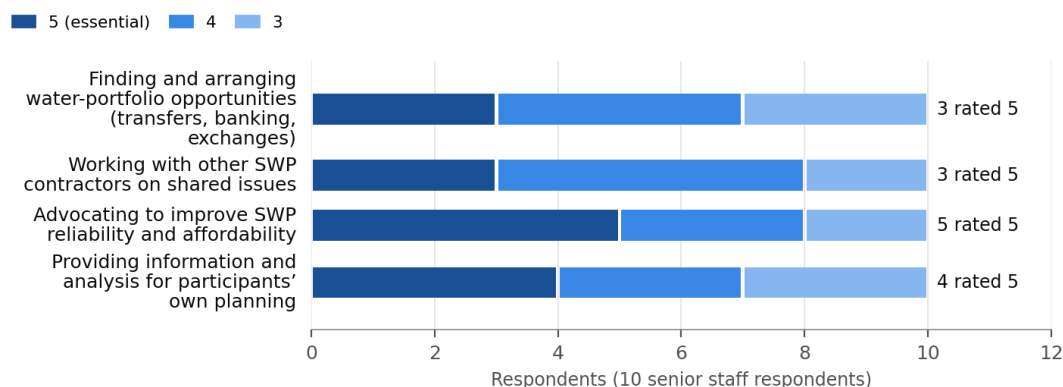
Theme	Count	In their words
Cost and budget	7	
Water quality	6	"Tracking water quality"
Deliveries that meet demand, and downtime	6	"how much water we deliver vs how much water the participants requested"
Water management programs and dry-year supply	2	
Asking participants directly	1	"Question the project participants yearly to get the feedback directly from them with the stated indicators to track"
Progress on DWR charges and on a facility condition assessment	1	

Senior staff and participants. Participants (participant Question 7) most often named reliable supply and delivery (9 of 12) and budgets that hold close to forecast (5). Senior staff name the same two, and add water quality as an indicator more often (6 of 10 against 3 of 12).

Level of Service: Collaboration Support

Collaboration Support Activities (Questions 8–11)

How much value do you think each of these could add for CCWA's participants over the next five years?



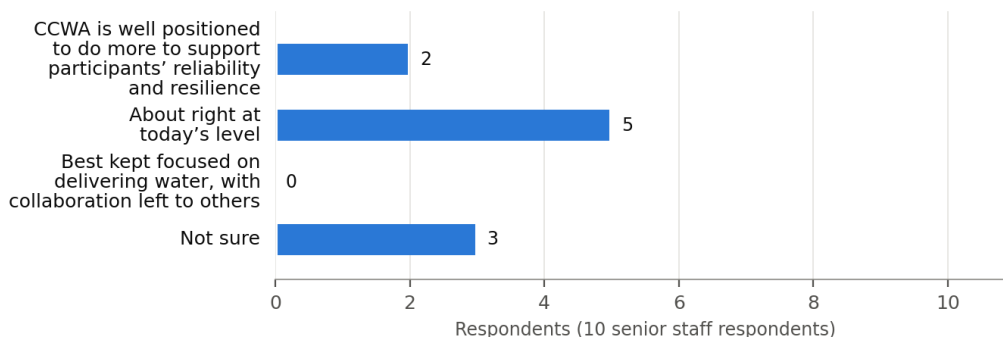
Scale 1 (little) to 5 (essential). No one chose 1 or 2.

Advocacy was rated essential by 5 of 10, and providing information and analysis by 4. Every rating was 3 or higher.

Senior staff and participants. Advocacy to improve SWP reliability and affordability leads for both groups, but participants rated it essential far more often (11 of 12 against 5 of 10), and working with other State Water Project contractors likewise (9 of 12 against 3 of 10). Finding and arranging water-portfolio opportunities drew 3 ratings of 5 in each group (participant Questions 10–13).

The Level of Collaboration Support (Question 12)

Effort spent on collaboration support amongst project participants and with other State Water Contractors is work project participants pay for. Which comes closest to your view?



Answer wording shortened; full text: "CCWA is well positioned to do more to support project participants' water supply reliability and resilience," "CCWA's collaboration support efforts are about right at today's level," and "CCWA is best kept focused on delivering water, with collaboration efforts left to others."

Of the 10, 5 think today's level of collaboration support is about right, 2 think CCWA is well positioned to do more, and 3 are not sure. No one chose "CCWA is best kept focused on delivering water."

Why That View (Question 13)

Why? 8 of 10 answered.

Theme	Count	In their words
CCWA's position among the State Water Contractors is an asset	3	"CCWA is positioned to influence the affordability and reliability of State Water Project supply for all participants through each of those activities."
The current work is effective	2	"CCWA assists participants developing future planning and is a strong advocate for them at the SWP level."
Staff capacity limits how much more CCWA can do	1	"We don't have the staff to promote additional advocacy without detriment to operations."
Not aware of the collaboration work	3	"I'm not sure how much collaboration we are doing, I'm not aware of that."

Senior staff and participants. Most in both groups think today's level is about right (5 of 10 senior staff, 6 of 12 participants), and no one in either group chose keeping CCWA focused on delivering water (participant Question 14). Participants who want more point to what members cannot do alone. In addition, 3 senior staff are not aware of the work, which echoes the participants who want to understand better what is being done and what it achieves.

Indicators for Collaboration Support (Question 14)

The results from collaboration work always depend on circumstances beyond CCWA's control. What indicators would you track to help evaluate the effectiveness of CCWA's collaboration support work? 8 of 10 answered.

Theme	Count	In their words
Outcomes with DWR on charges, audits and contracts	2	"Statement of charges with equitable and fair calculations"
Water supplied and participants' needs met	2	"Poll Participants: are allocation needs met, will increase be a future need"
Keeping deliveries going through DWR outages	1	
Activity and results: meetings, programs facilitated, water moved, advocacy actions	1	
Unsure what to track	3	

What It Would Take

What Would Need to Change (Question 15)

For CCWA to add the value you have described over the next five years, what would need to change — in capacity, resources, authority, relationships or anything else? 10 of 10 answered.

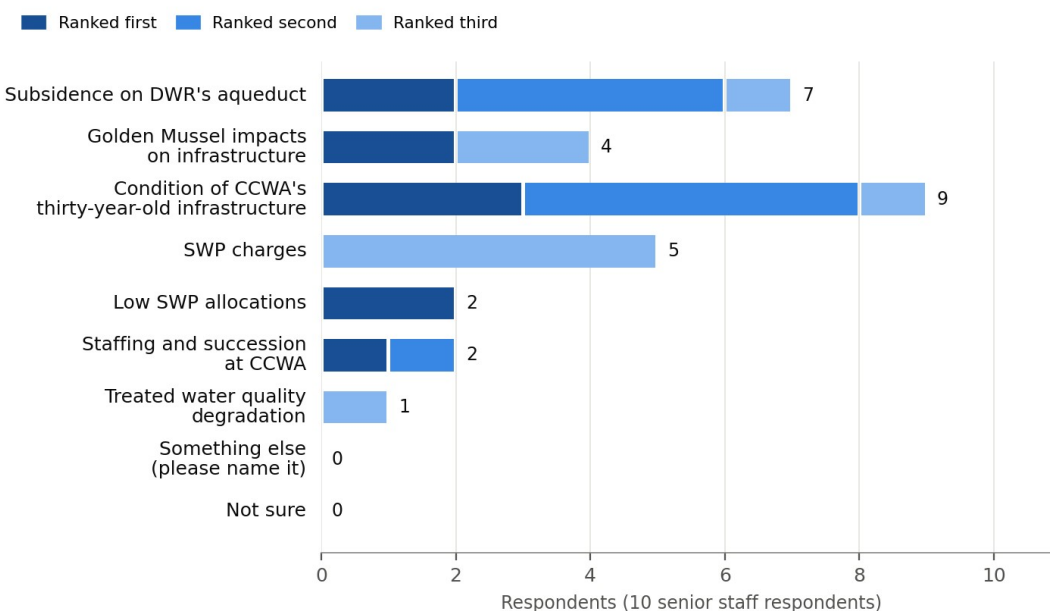
Theme	Count	In their words
Knowing what participants want, and their willingness to work together	3	"I guess we would need to know from the participants what they want from CCWA so that we could then determine what areas to focus on improving and growing."
Relationships and engagement with DWR and the State Water Contractors	2	"Relationships with DWR. They are better today, but they can always improve"
Investment in the pipeline and plant, guided by a condition assessment	2	"Support and funding for a well-executed Facility Condition Assessment. Strategic investment in repair projects, facility improvements, and staffing in response to the results of the assessment."
Organizational structure and alignment	2	"Better alignment between departments can be achieved by updating the organizational structure to prioritize CCWA reliability and water quality goals."
Securing water through exchanges and banking	1	
Well situated today; time will show what is lacking	1	

This question was asked of senior staff only.

Risks

Which Risk Most Concerns You (Questions 16–18)

Which risk most concerns you?



Each respondent ranked three options.

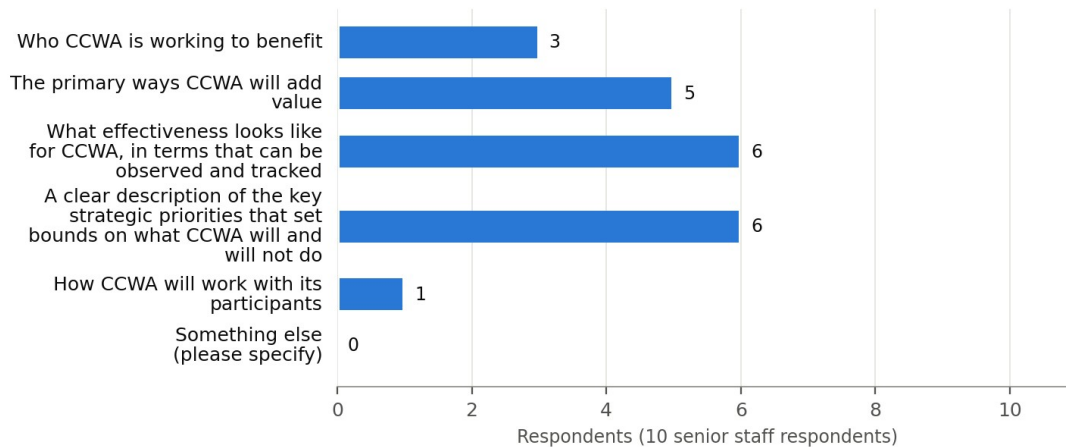
The condition of CCWA's thirty-year-old infrastructure was in the top three for 9 of 10, with the most first-place rankings (3), and subsidence on DWR's aqueduct for 7. SWP charges drew 5, all as a third choice. Staffing and succession drew 2.

Senior staff and participants. Participants (participant Questions 17–19) put subsidence first (10 of 12) and CCWA's infrastructure fifth (5); senior staff reverse the emphasis. Low SWP allocations drew 6 participants and 2 senior staff. Staffing and succession drew 2 from senior staff and none from participants.

The Plan

Preference for Setting Shared Expectations in the Plan (Question 19)

Which of these would you most want the 2027 Strategic Plan to set shared expectations about? Please pick up to three.



Up to three choices per respondent.

A clear description of the key strategic priorities and what effectiveness looks like were each chosen by 6 of 10; the primary ways CCWA will add value by 5.

Senior staff and participants. Both groups rank the strategic priorities that set bounds highly (6 of 10 senior staff, 9 of 12 participants; participant Question 20). How CCWA will work with its participants drew 6 of 12 participants and 1 of 10 senior staff; what effectiveness looks like drew 6 of 10 senior staff and 5 of 12 participants.

In 2032, CCWA Will Be Doing Great If ... (Question 20)

Please complete the sentence: "In 2032, CCWA will be doing great if ..." 10 of 10 answered.

Theme	Count	In their words
Reliable delivery of quality water continues	5	"we are still reliably delivering good quality water to participants."
Cost is affordable, predictable and correctly billed	4	"we can provide the water needed for our communities at a price that isn't prohibitive."
Aging infrastructure is addressed	3	"there is a long term plan to replace aging infrastructure and facilities"
More supply secured through exchanges and banking	2	
Staffing succession is in place	1	
Golden Mussel is kept out of the system	1	

Senior staff and participants. Both groups describe reliable delivery and affordable, predictable cost (participant Question 21). Participants more often name storage, banking and transfers and the resolution of DWR charge issues; senior staff more often name aging infrastructure and staffing.

Anything Else (Question 21)

Is there anything else that you would like brought into the conversation as we develop the Strategic Plan? 4 of 10 answered.

Theme	Count	In their words
Staffing, succession and retention	3	"What hasn't been discussed but cannot be overlooked is the staff at CCWA. CCWA operates with a small staff given its combination of service area, facilities, and scope of mission. Ensuring their safety, continuity, succession, and job satisfaction is a high priority."
Concerns about organizational conduct and how issues raised by staff are handled	1	<i>One respondent expressed that the survey "is simply not asking the right questions" and raised concerns about how participants' money has been used, compliance with regulations, and how staff who raise issues are treated. (summary)</i>