

CCWA Strategic Plan 2027

Needs Assessment Workshop

Operating Committee Meeting · October 8, 2026 · Item III

Why a Strategic Plan, and Why Now

The adopted FY 2026/27 budget includes the development of a Strategic Plan that sets out:

- 1 A statement of mission and vision
- 2 Strategic priorities
- 3 Measurable goals

Thank you for your responses

12

Project Participant responses

10

senior staff responses

Meeting Goals

1

Propose success criteria

for the Strategic Plan, for the Board to confirm

2

Propose strategic priorities

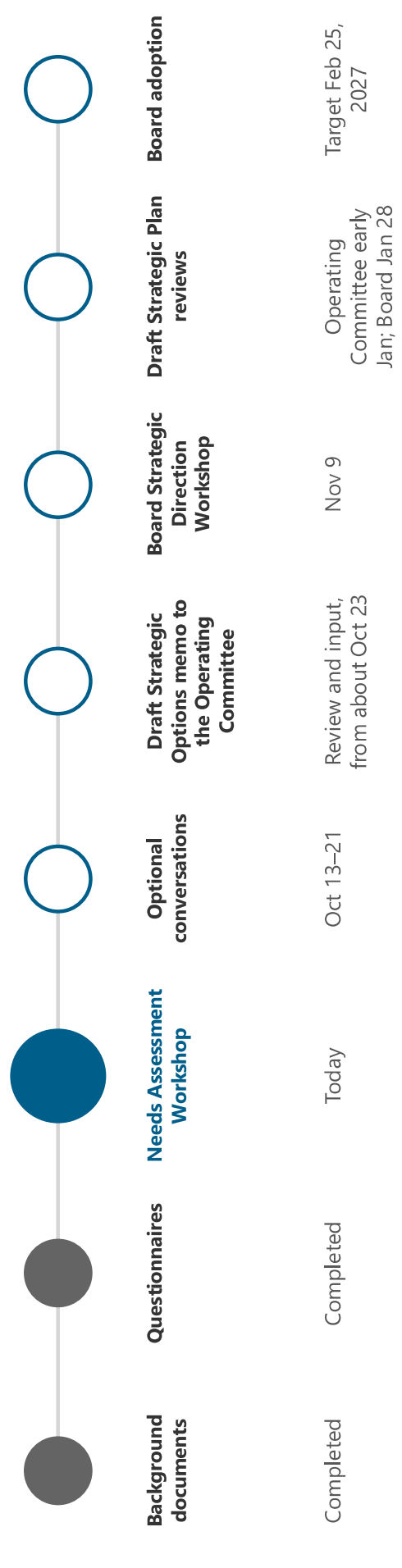
to include in the Strategic Plan

3

Identify strategic options

to discuss with the CCWA Board

Where We Are in the Process



How We Will Work Today

1

We are seeking the Operating Committee's recommendations

Where Project Participants' views differ, we will note the differences and look for common ground.

2

Key takeaways go on digital sticky notes

Ken captures them on the Miro board as we talk.

3

Joining on Teams?

Please use the raise-hand feature to speak.

Today's Discussion

1. Introduction and meeting goals
2. Questionnaire results
3. Proposed success criteria
4. Break
5. Primary ways CCWA will provide value
6. Strategic priorities and options for November 9
7. Confirm what we heard, and next steps

Questionnaire Results

12 Project Participant responses and 10 senior staff responses

Where Project Participants Agreed

11 of 12

rated advocacy for State Water
Project reliability and
affordability essential

9 of 12

placed reliable dry-year supply
in their top three for what
matters most

10 of 12

placed subsidence on DWR's
aqueduct in their top three risks

9 of 12

want the plan to describe the
key strategic priorities that set
bounds on what CCWA will and
will not do (a tenth wrote the
same in)

10 of 12

chose "CCWA performs both
roles as needed" for banking,
transfers and exchanges

Source: Participant questionnaire synthesis (meeting packet pp. 2–10)

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Senior Staff Context

7 of 10

placed reliable dry-year supply in their top three

4 of 10

ranked reliability of the pipeline and treatment plant first, the most first-place rankings

9 of 10

ranked the condition of CCWA's own infrastructure among their top three risks

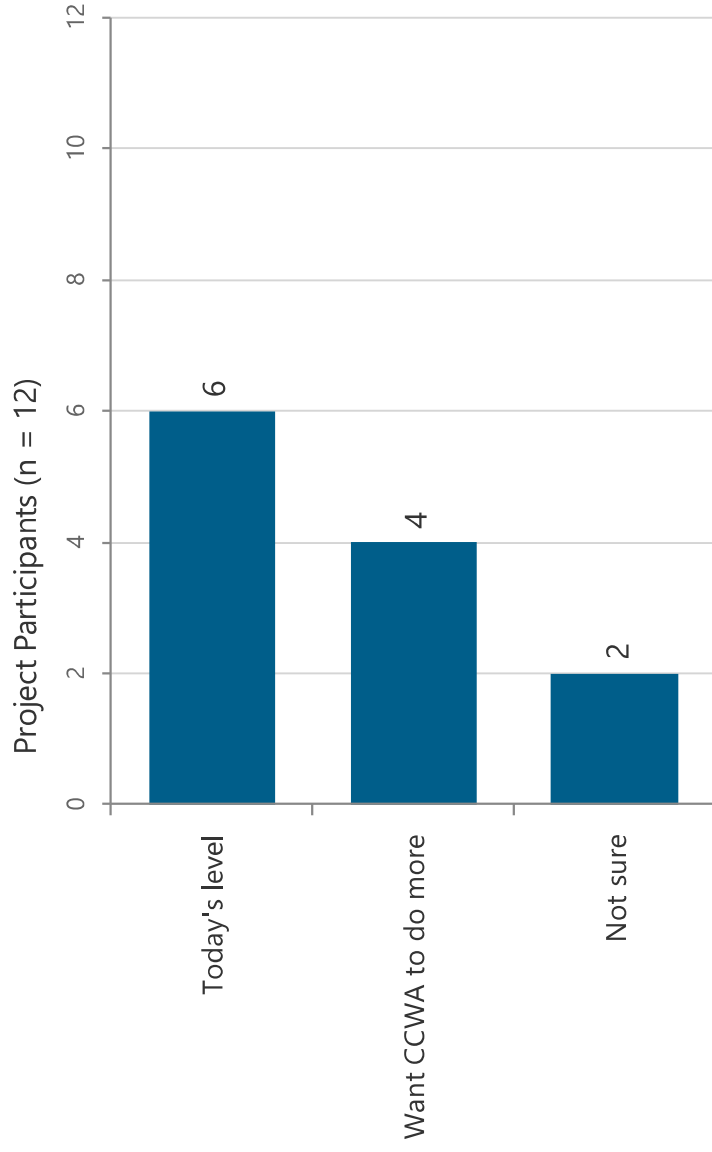
Several

raised staffing and succession

Source: Senior staff questionnaire synthesis (meeting packet p. 13)

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Responses Varied: Collaboration Support Level

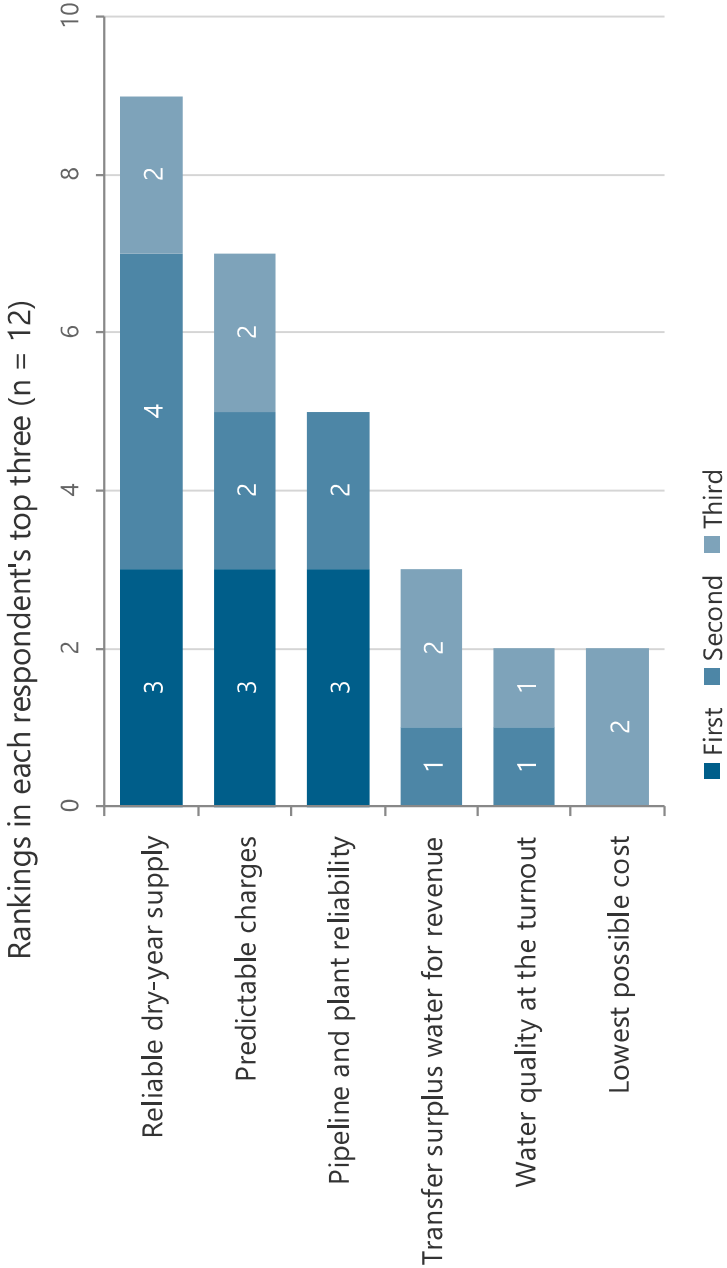


What we heard

Several respondents asked to hear more about the collaboration work and its results.

Source: meeting packet p. 7 (Question 14)

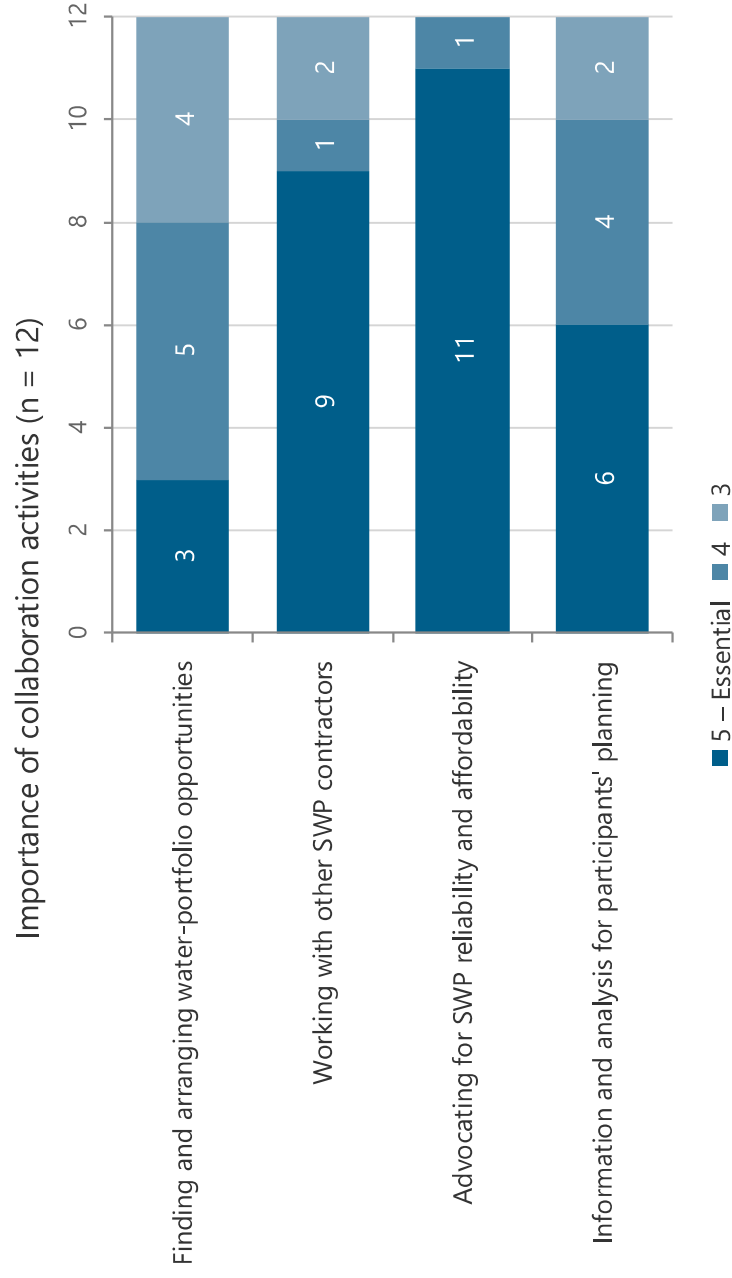
Responses Varied: What Matters Most



What we heard
Reliable dry-year supply is broadly shared. First-place rankings split three ways among dry-year supply, predictable charges, and pipeline and plant reliability.

Source: meeting packet p. 4 (Questions 3–5). Write-in and “Not sure” answers not shown.

Responses Varied: Water-Portfolio Role



What we heard
Finding and arranging water-portfolio opportunities drew the fewest “essential” ratings, though all 12 rated it 3 or higher.
On banking, transfers and exchanges, 10 of 12 chose “both roles as needed.”

Source: meeting packet pp. 6–7 (Questions 8 and 10–13). Rated 1–5; no respondent rated below 3.

Your Perspectives

1

What stands out, or surprises you?

2

For those participating today, are there any perspectives you think are missing?

Proposed Success Criteria

What a successful CCWA Strategic Plan contains

Proposed Success Criteria

The Strategic Plan:

- | | | | |
|----------|---|----------|--|
| 1 | States CCWA's long-standing mission and introduces a recommended vision and organizational values for the Board to consider | 5 | Describes how CCWA works with Project Participants and reports results to them |
| 2 | Describes the primary ways CCWA provides value to Project Participants (the value propositions) | 6 | Can be implemented through annual departmental goals and the budget |
| 3 | Sets out key strategic priorities that set bounds on what CCWA will and will not do | 7 | Is adopted by the Board in February 2027 |
| 4 | Includes measurable goals and indicators CCWA can track and report year to year | | |

For discussion Do you have any clarifying questions about these proposed success criteria? Any suggested changes?

Break

10 minutes · We will resume at [TBD]

How CCWA Will Provide Value

A value proposition describes the value CCWA provides, and to whom.

Value Proposition 1

Managing the State Water Project contract and delivering State Water Project water for all Project Participants

- Administer the State Water Project contract with DWR
- Schedule and deliver water at the time, place and quality Project Participants need
- Operate and maintain the pipeline and treatment plant
- Plan and inform: a common picture of supply, demand and cost
- Represent CCWA with DWR and the State Water Contractors
- Scrutinize and contest DWR charges
- Advocate for State Water Project reliability and affordability

Value Proposition 2

Evaluating and developing additional water supply arrangements with Project Participants who want CCWA's support

- Identify mismatches between expected demands for water and supply
- Identify and evaluate options to reduce the mismatch
- Facilitate consideration of options for willing Project Participants
- Develop and administer arrangements evaluated to be beneficial (the Supplemental Water Purchase Program is a precedent)
- Cost-sharing by the Project Participants who take part is one option

Value Propositions: Discussion

What we heard in the questionnaires

11 of 12

rated advocacy for SWP reliability and affordability essential

10 of 12

chose “both roles as needed” for banking, transfers and exchanges

6 of 12

said CCWA will be doing great in 2032 if storage, banking and transfers are working

For discussion

- 1 Do these two value propositions describe your view of how CCWA provides value? Any recommended revisions?
- 2 Are you supportive of CCWA developing one or more specific programs for Value Proposition 2 that identify specific costs, benefits and channels for voluntary participation?

Candidate Strategic Priorities

1 Water supply deliveries responsive to Project Participant requests

2 Balance costs and benefits and support stable cost estimates

3 Provide additional support to improve water supply reliability and resilience, beyond the collective reliability, as desired and willing to fund

4 Represent the collective interests of Project Participants related to the SWP

5 Manage local infrastructure to support the desired level of service

6 Cultivate and manage CCWA staff and related resources to support the desired level of service

7 Cultivate trust between and among CCWA and Project Participants

8 Identify activities CCWA will not engage in and adopt a process to update this list over time

9 Share the costs of CCWA activities fairly among Project Participants

Priorities and Options (1 of 3)

Priority

Options to recommend

1

Water supply deliveries responsive to Project Participant requests

How to agree upon the desired level of service for each Project Participant

2

Balance costs and benefits and support stable cost estimates

How to balance the costs and benefits of improving collective reliability: how aggressively to apply all available SWP tools for the collective benefit of Project Participants

3

Provide additional support to improve water supply reliability and resilience, beyond the collective reliability, as desired and willing to fund

One or more optional programs CCWA can offer to help a subset of Project Participants improve their water supply reliability beyond what the collective is willing to fund

For discussion Do these strategic priorities and options match what you want addressed with the Board and potentially included in the Strategic Plan? If not, please suggest revisions.

Priorities and Options (2 of 3)

Priority

Options to recommend

4

Represent the collective interests of Project Participants related to the SWP

How to determine the level and resourcing of advocacy and DWR charge scrutiny for the collective benefit of Project Participants

5

Manage local infrastructure to support the desired level of service

Specific goals and timelines for asset management and funding: the condition assessment, asset registry and Capital Improvement Program, and how to fund them

6

Cultivate and manage CCWA staff and related resources to support the desired level of service

Specific goals for cultivating and managing CCWA staffing, including how to prepare for succession, and identifying other related resources needed

For discussion Do these strategic priorities and options match what you want addressed with the Board and potentially included in the Strategic Plan? If not, please suggest revisions.

Priorities and Options (3 of 3)

Priority

Options to recommend

7

Cultivate trust between and among CCWA and Project Participants

Ways to improve communication, transparency and trust between and among CCWA and Project Participants

8

Identify activities CCWA will not engage in and adopt a process to update this list over time

Activities CCWA will not engage in, and a process to change that list if needed

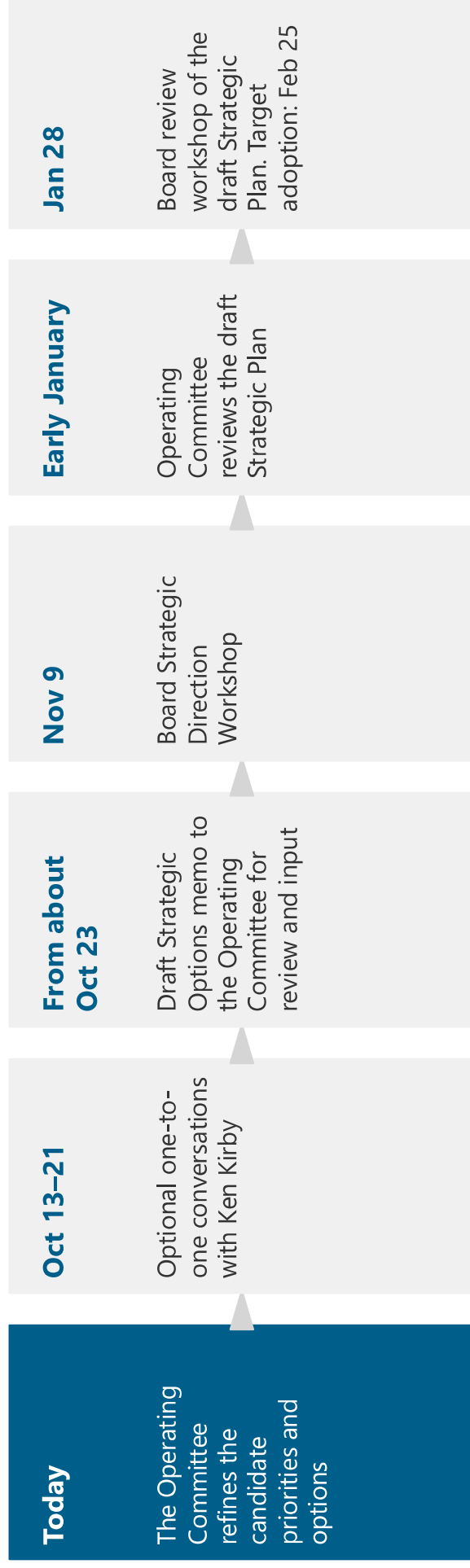
9

Share the costs of CCWA activities fairly among Project Participants

Cost-sharing approaches for Value Proposition 2 work among the Project Participants who take part, or a goal to identify cost-sharing approaches at a later date

For discussion Do these strategic priorities and options match what you want addressed with the Board and potentially included in the Strategic Plan? If not, please suggest revisions.

How the Recommendations Reach the Board



Confirm What We Heard

1

Questionnaire results

Read back from the Miro board

2

Success criteria

Read back from the Miro board

3

Value propositions

Read back from the Miro board

4

Strategic priorities and options

Read back from the Miro board

Next Steps

- Optional conversations with Ken Kirby (Evotoco), October 13–21
- Draft Strategic Options memo to the Operating Committee for review and input, starting about October 23
- Strategic Direction Workshop with the CCWA Board, November 9
- Operating Committee review of the draft Strategic Plan, early January
- Board review workshop of the draft Strategic Plan, January 28
- Target adoption, February 25, 2027

Thank you