



STRATEGIC PLAN AUGUST 2023



Background

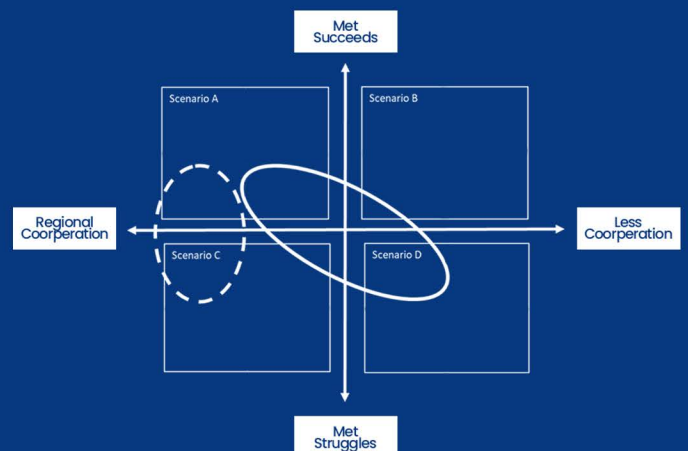
Calleguas Municipal Water District (Calleguas or District) was formed in 1953, in response to recurring water shortages and an expanding population, to provide its service area with a reliable supply of regional and locally developed water.

Calleguas has historically fulfilled its mission by importing and distributing water obtained from the Metropolitan Water District of Southern California (Metropolitan). Through 19 retail water agencies, Calleguas provides water to the cities of Simi Valley, Thousand Oaks, Moorpark, Camarillo, Oxnard, Port Hueneme and surrounding unincorporated areas, including Oak Park, Santa Rosa Valley, Las Posas Valley, Somis, and Naval Base Ventura County. Approximately three-quarters of the population of Ventura County is wholly or partially served by Calleguas.



Strategic Planning

Strategic planning provides an opportunity for Calleguas to envision a future that brings the greatest value to its service area. This strategic plan outlines Calleguas' direction, communicates its vision for the future, and identifies the District's priorities and objectives.



Board of Directors

Calleguas is governed by an elected five-member Board of Directors. The Board of Directors are responsible to the members of the public of their respective divisions, and to the general public within the District's service area, for proper conduct of Calleguas affairs. Directors are elected to four-year terms by the registered voters in five geographic divisions. These divisions are apportioned by population. Terms are staggered to ensure continuity, with public elections held in at least two divisions every two years. Directors must reside within their elected division.



Raul Avila
Division 1



Scott H. Quady
Division 2



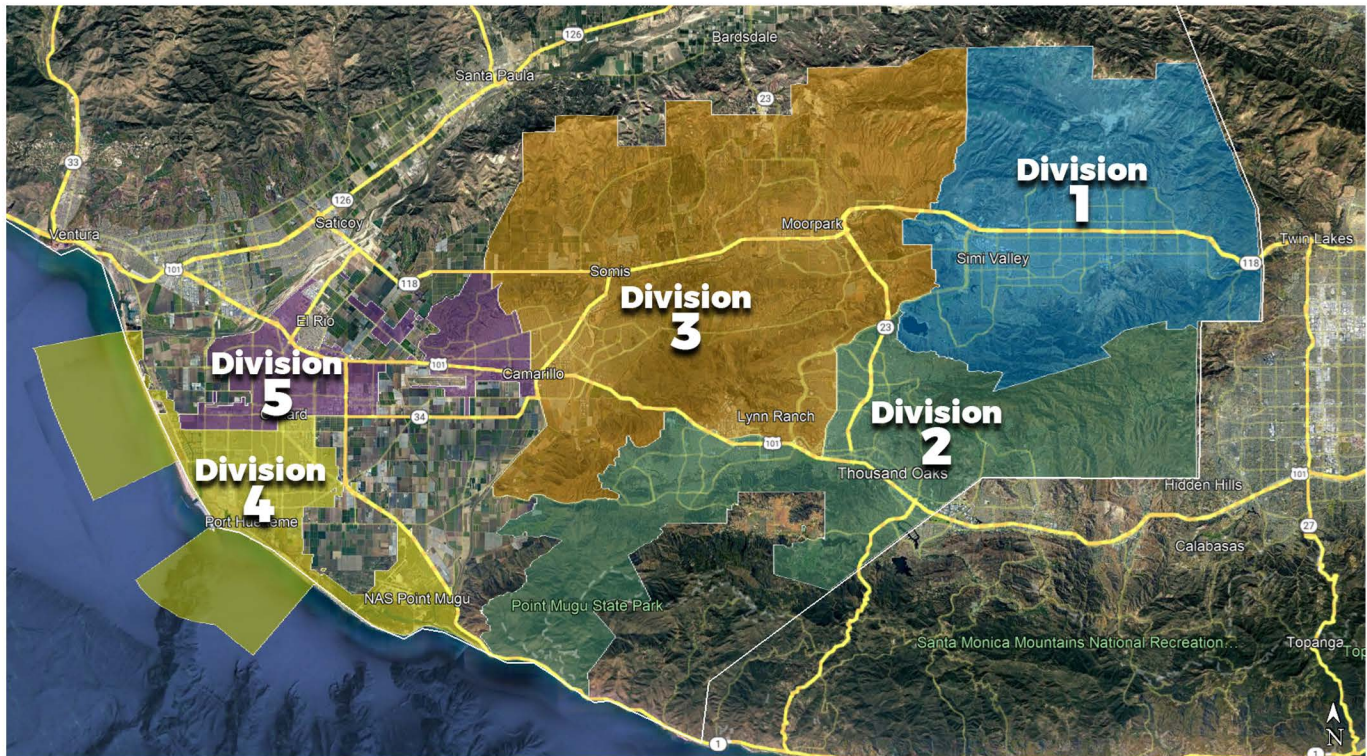
Andy Waters
Division 3



Thibault Robert
Division 4



Jacque McMillan
Division 5



Board of Directors' Meetings

The Calleguas Board of Directors generally meets on the first and third Wednesday of each month at 5:00 p.m. in the Calleguas Board Room located at 2100 E. Olsen Road in Thousand Oaks, California. All Board Meetings are open to the public and the District provides a virtual meeting option for the public to participate. For more information, please visit www.calleguas.com or call 805.526.9323.

Mission Statement

To provide our service area with a reliable supplemental supply of regional & locally developed water in an environmentally and economically responsible manner.

Guiding Principles

The District's Guiding Principles, first established in 2013, have proven remarkably durable. They provided the foundation upon which Calleguas conducted its work over the last decade and remain a compass by which the District navigates its role in the service area and the water industry at large. The Calleguas Board and staff remain committed to fulfilling these principles in every facet of the organization. The guiding principles state that Calleguas:

- Exercises prudent stewardship of fiscal resources.
- Conducts its affairs openly, ethically, and honestly.
- Serves its customers fairly and equitably.
- Welcomes partnerships in pursuit of its mission.
- Facilitates regional solutions to regional problems.



Much in the external world, however, has changed in the last decade. It is the intent of the 2023 Strategic Plan to describe a new trajectory to respond to those changes by preparing for the future Calleguas anticipates and creating an organization that is ready to adapt to what cannot be foreseen.

Vision Statement: A New Model for Resilience

For the last six decades, Calleguas has relied on Metropolitan as its sole source of supply through a single point of connection on the east side of the Santa Susana Mountains. Calleguas has long identified that single connection as a vulnerability; much of the planning, engineering, and operational work of the last decade aimed at improving water reliability and resilience in the Calleguas service area in the event of an interruption of service from Metropolitan. The sources of Metropolitan's supply themselves, the State Water Project (SWP) and the Colorado River Aqueduct, were previously considered, by and large, dependable.



The assumptions that informed that level of supply reliability have not withstood the realities of changing climates: hydrological, regulatory, and political. Historic droughts and historic reservoir lows, followed by record rainfall and record surplus flows, exposed the inadequacy of existing infrastructure to manage California's increasingly extreme weather. Expanding regulatory frameworks further constrict the availability of existing water supplies. High costs of new infrastructure are compounded by flattening demands resulting from the widespread success of water use efficiency practices and the development of alternative water supplies by other Metropolitan member agencies. Political considerations, including governance, affordability, and sustainability proposals that challenge the conception of Metropolitan as a single-purpose special district, further obscure the path ahead and Calleguas' place in Metropolitan's future.

These issues collided during the extreme drought period of 2020 through 2022, the driest three- year sequence of water years on record in California, which resulted in the lowest delivery totals from the SWP during that time span. In 2022, for the first time in history, Metropolitan exhausted its normal SWP supplies and transitioned to extraordinary supplies made available by the Department of Water Resources to meet critical human health and safety (HH&S) needs. Metropolitan took unprecedented action and established differential water management areas within its service area, proclaiming an



“Emergency Water Conservation Program” for only those agencies in its State Water Project Dependent Areas. This action led to severe water restrictions and cutbacks on outdoor watering, as priority was given to meeting the HH&S water needs of residents.

The latent storage deficiencies, conveyance issues, and operational rigidity upstream of and within Metropolitan’s service area revealed inadequacies with the existing regional water system. It demonstrated that, for Calleguas, water supply reliability is not just dependent on changing climatic patterns of water supply; Calleguas’ resilience inherently ties to the water supply reliability Metropolitan assures its service area. Calleguas cannot be reliable without Metropolitan, but the District can improve its resilience through new water resource development and other initiatives.

The Calleguas Board responded to this crisis by envisioning “A New Model for Resilience” that looks to local and regional supplies and new types of transformative partnerships with the District’s retailers and regional neighbors as the path to ensuring water resilience and financial stability. As the following Strategic Priorities and Objectives demonstrate, this vision is not limited to water resource development, but rather requires a whole-of-organization approach. From internal culture to regional leadership, from succession planning to emergency preparedness, from water quality to financial stewardship, Calleguas will meet the future head on.

Strategic Priorities

Deliver Reliable Service

Provide safe, reliable, and cost-effective service to our customers on the potable water, recycled water, and Salinity Management Pipeline (SMP) systems.

Improve Resilience

Address the need to withstand, adapt to, and recover from changing and uncertain climate, hydrologic, and regulatory conditions.

Provide Regional Leadership

Position Calleguas as a trusted agent for collaboration and leadership that expands the region's ability to adjust to fluctuations in water supply and the economy and to recover from emergencies.



Objectives

Deliver Reliable Service

Maintain Operational Excellence – Continue to operate the potable water, recycled water, and SMP systems with expertise and creativity, delivering water dependably and maximizing operational flexibility to meet the needs of our current and future retail partners and SMP dischargers.

Ensure Infrastructure Reliability – Address the need for consistent operation of the District's facilities by constructing robust infrastructure, preparing proactively for rehabilitation or replacement prior to end-of-life, and performing preventative and predictive maintenance to minimize downtime, operate efficiently, and extend their useful lives.

Plan for Agility – Continue to develop flexible supply, storage, and conveyance improvements to adapt to variable delivery conditions and emergency outages, as well as future changes in water supplies and system operation.



Deliver High-Quality Water – Maintain monitoring programs and system operations to ensure delivered water meets or exceeds regulatory standards.

Pursue Workforce Excellence – Expand programs to recruit, engage, retain, and develop highly-qualified and capable staff.

Accomplish the Mission in a Cost-Effective Manner – Protect reserves, provide reasonable rate stability, and achieve high standards in financial management through long-range planning.

Promote Water Use Efficiency – Continue implementing and grow programs and practices for public education and awareness to encourage efficient use of water.

Improve Resilience

Diversify Water Portfolio – Develop and implement a portfolio of projects and options to achieve long-term reliability and resilience via local and regional supply diversity, storage optimization, conveyance flexibility, and programmatic innovation.

Effectively Manage Extreme Water Conditions – Facilitate, execute, & support climate adaptation strategies that maximize the capture of surplus water in wet years to better prepare for the inevitable dry years.

Implement a Comprehensive and System-wide Approach to Emergency Preparedness – Develop and improve critical infrastructure (including backup power, interconnections, and additional storage, supply, and conveyance) and emergency planning and training efforts. Maintain readiness for emergencies of all kinds, including pipeline failures, unscheduled imported water supply outages, earthquakes, wildfires, and utility outages.

Enhance Cybersecurity – Remain vigilant and improve the security, integrity, and reliability of operational and administrative computer systems and networks against an everchanging threat landscape. Utilize, develop and implement cutting-edge technologies and best practices.

Cultivate an Exceptional Organizational Culture – Protect our employees through robust programs and policies that foster a safe, ethical, and innovative work environment. Provide ample opportunities for development and advancement, inspire worker creativity, and reward teamwork. Regularly conduct compensation surveys to ensure consistency with the most current and applicable labor market.

Prepare the Workforce of the Future – Identify future staffing needs in response to the organization's trajectory. Develop knowledge in clean energy, sustainable finance, construction, technology and urban planning in preparation for the transition to a green economy. Create appropriate succession plans that include pathways to leadership.



Provide Regional Leadership

Support Delta Conveyance – Engage in advocacy and coalition-building to champion the importance of Delta Conveyance in ensuring reliable and sustainable operation of the State Water Project (SWP).

Provide Unwavering Advocacy for Equitable Water Service with Metropolitan – Advocate for solutions that improve access of the SWP-dependent areas to Metropolitan’s existing and future supply and storage. Address issues of inadequate redundancy.

Increase Partnerships and Collaboration – Expand target audiences and seek out opportunities for transformative partnerships that support our initiatives.

Enhance Legislative and Regulatory Advocacy – Engage local, state, and federal elected officials and regulators, assemble coalitions, and influence policymaking, rulemaking, and lawmaking processes that support our strategic priorities.

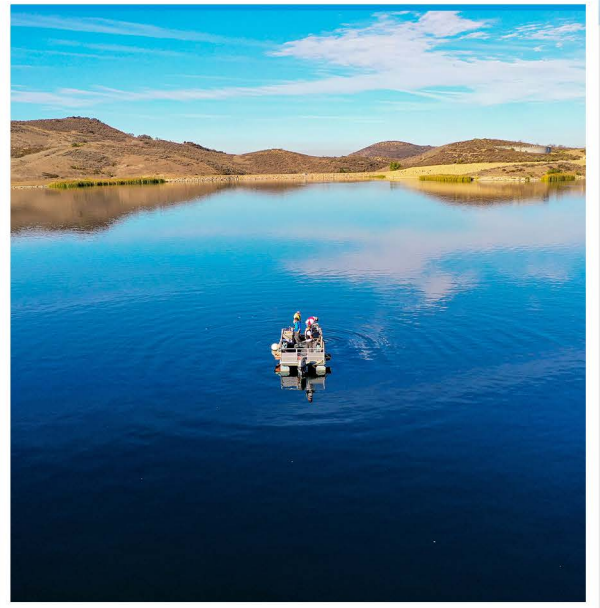


Elevate District Profile and Effectiveness through Impactful Communications – Implement strategic communications that strengthen confidence in Calleguas as a water service provider, a voice on water issues, and a hub for water resource planning.

Effect Positive Changes in the Water Industry – Design and invest in innovative practices and programs that shape approaches to the emerging challenges in Ventura County and across the state.

Conclusion

As of this writing, Calleguas has already begun acting on this new model for resilience. Calleguas' advocacy at Metropolitan shifted to position the District as a catalyst for innovative solutions. In 2023, Calleguas embarked on extensive regional collaboration to assemble portfolios of projects and programs aimed at bolstering resilience and bringing mutual benefit to the District's retailers and neighbors in Ventura and Los Angeles Counties. The Board also approved a series of changes to the organization chart that reflect the General Manager's approach for achieving this vision.



The Calleguas Board of Directors adopted this Strategic Plan as the cornerstone of Calleguas' work internally, statewide, and beyond. The General Manager is responsible for translating this vision into reality. Calleguas intends to revisit this Strategic Plan at regular intervals to assess progress towards its implementation & to ensure it adequately meets the needs of the District & the communities it serves.





Calleguas Municipal Water District

📍 2100 Olsen Road Thousand Oaks,
California 91360-6800 USA

☎ 805.526.9323

📠 805.522.5730

✉ info@calleguas.com