

ZONE 7 WATER - STRATEGIC PLANNING VISION, MISSION, GOALS, AND VALUES DRAFT REVIEW



September 25, 2024

OBJECTIVES

- Share feedback from Board interviews
- Seek Board input and preliminary support of Vision, Mission, Values, and Goals
- Share preliminary thoughts on initiatives

STRATEGIC PLAN ELEMENTS



PROCESS



JUNE 10-13 INTERVIEWS - PROCESS

Strengths

- Advantages
- Capabilities
- Resources
- Assets
- People

Opportunities

- Market developments
- Technology
- New services
- Partnerships
- Energy
- Efficiency

Weaknesses

- Financials
- Our vulnerabilities
- Timescales, deadlines and pressures
- Continuity
- Aging infrastructure
- Loss of skills
- Lack of competitive strength

Threats

- Environmental effects
- Politics
- Demands
- Obstacles

BOARD SWOT FEEDBACK

- Vision
- Mission
- Values
- Goals

BOARD SWOT FEEDBACK - STRENGTHS

- Staff is great / “mighty” (3)
- Delegation to quality consultants
- Really well-run agency (3)
- Agency is good at prioritizing
- Very efficient Board
- Good financial management (3)
- Good community partnerships (e.g., JPAs, relationships w/ retailers)
- Good water supply reliability (3)
- Assets are in good shape
- Clean water (addressed PFAS)
- Proactive planning (3)
- Good at accessing grants (2)
- Sound flood control protection
- No real political problems

BOARD SWOT FEEDBACK - WEAKNESSES

- Aging infrastructure (flood, pipelines; AMP being developed) (3)
- Loss of skills/knowledge; continuity
- Staff development (define future needs, CS training, train on New World)
- Emergency prep/business continuity
- Need to diversify water supply
- Optimize groundwater basin use (improve basin geology understanding)
- Basin salt loading
- Water quality (PFAS)
- Energy policy program (just adopted policy)
- Communication – Good job but awareness of Zone 7 still low; need to inform about pending capex
- Document Management System needs work

BOARD SWOT FEEDBACK - OPPORTUNITIES

- Expand water supply (4)
 - Facilitate getting water from Sites, WQ variation, Chain of Lakes
 - Potable reuse/groundwater could help manage salt; NPR is already maximized
 - Desalination
 - Conservation
- Implement Flood Control Plan (3)
- Continue to pursue grant funding (2)
- Workforce development
- New wells
- Develop capex program rate impacts
- Continue outreach (capex projects)
- Upgrade model to optimize WQ, cost, supply, demand, and salt loading
- Pursue PFAS partnerships
- Keep abreast of new tech (e.g. AI)
- Implement energy policy (track regs)
- Update emergency prep plan and train

BOARD SWOT FEEDBACK - THREATS

- TDS in groundwater/ hardness (2)
- Storage of atmospheric rivers runoff (2)
- Water quality requirements (e.g. Cr 6, As)
- Need more supply diversity
- Renew Del Valle water rights permit allocation
- Politics
- Some legal risk; opportunities to head it off early
- Cybersecurity
- Physical security at WTPs
- Loss of staff (need for succession planning)

BOARD - POTENTIAL ACTIVITIES OR INITIATIVES

- Conduct periodic governance training (3)
- Review security at Agency facilities (2)
- Explore new tech (e.g. AI)
- Collaborate w/ local agencies on projects
- Develop rate impact estimates/ranges for DCP and Sites
- Conduct outreach re: business case for supply projects
- Document Management System
- Implement energy policy
- Implement Flood Control Plan
- Renew Del Valle water rights permit allocation
- Develop a comprehensive groundwater management (including treatment) strategy

VISION STATEMENT

- General agreement on Vision

“We provide excellent water and flood protection services to enhance the quality of life, economic vitality and environmental health of the communities we serve”

MISSION STATEMENT - OK

- General agreement on Mission

“We deliver safe, reliable, efficient, and sustainable water and flood protection services”

GENERAL VALUES FEEDBACK

- Combine values where possible
- Be concise
- Consider “Leadership and Service”?
- Consider Leadership and collaboration
- Consider combining Innovation / Proactivity / Nimble
- Consider combining Accountability / Respect / Appreciation
- Consider combining Integrity / Transparency?
- Add inclusivity concept

VALUES

Transparency – We operate ~~carry out our mission ethically and transparently in an open and transparent fashion~~

Customer Service – We are prompt ~~responsive and respectful professional, and courteous in all of our interactions~~

Collaboration Team – We embrace collaboration to enhance our services ~~We collaborate and value all perspectives to improve our services, systems, and organization~~

Environmental Sensitivity Responsibility – “We deliver our services in an environmentally sensitive ~~responsible~~ manner”

- (includes environmental sensitivity, energy, climate change, and stewardship)

Fiscal Responsibility – ~~We~~ We are committed to ensuring the responsible management of public funds, adhering to the highest standards of accountability and efficiency ~~productively operate in a productive, cost effective, and efficient manner.~~

VALUES

Leadership Innovation – We cultivate leaders and expect our agency to lead and innovate through innovation creativity, and collaboration and ingenuity

Integrity – We maintain the highest ethical standards and value open and honest communications

Leadership – We maintain a diverse team of highly skilled professionals devoted to honest and accountable stewardship of resources

Proactivity – We proactively address issues and embrace continuous improvement

Safety – We are committed to public and employee safety

DRAFT FINAL VALUES

Transparency – We carry out our mission ethically and transparently

Service – We are responsive and professional

Team – We collaborate and value all perspectives to improve our services, systems, and organization

Environmental Responsibility – “We deliver our services in an environmentally responsible manner” (this includes environmental sensitivity, energy, climate, and stewardship concepts)

Fiscal Responsibility – We are committed to ensuring the responsible management of public funds, adhering to the highest standards of accountability and efficiency

Leadership – We cultivate leaders and expect our agency to lead and innovate

Safety – We are committed to public and employee safety

BOARD FEEDBACK — GOALS

NEW GOAL H: PROFESSIONAL WORKFORCE: *Preferred employer for skilled, motivated, and professional staff*

- Pull personnel related topics out of Effective Operations Goal (include succession planning, skills training, safety, mentoring, supervisor training)
- Preferred employer for high quality professional staff

GENERAL FEEDBACK

- Do acronym check for final doc; simplify
- Final 2020 document language – delete Flood Control language “returning” flood protection to Alameda Co; they never had it.

KEY DATES

Board kickoff presentation	May 1
Conduct kickoff meeting with Management	May 13
Conduct Board and Management interviews	June 10-13
SWOT meetings with Staff	June 26-27
Conduct Strategic Planning meeting with Management Team	Aug 13
Conduct Board Strategic Plan workshop	Sept 25
Conduct Management Team workshop (craft initiatives)	Oct 15
Present Strategic Plan to Board for comment/adoption	Nov 20

QUESTIONS

